

# **Chiefs of the Army Reserve**

## **Biographical Sketches of the United States Army Reserve's Senior Officers**



**Office of Army Reserve History**

**Headquarters**

**United States Army Reserve Command**

**Fort McPherson, Georgia**



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## **Biographical Sketches of the United States Army Reserve's Senior Officers**

by

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## Foreword

After thousands of years of study, we today still attempt to define the true essence of leadership. Even now, no one can delineate the absolute truths of this human quality, nor predict with certainty who will or will not make an able chieftain at any level of leadership. Military leaders especially must prove themselves through success, in peace and war, to pass the litmus test. In many cases, events or situations themselves cause such dormant attributes to awaken in the individual to produce the greatest of leaders. The attributes of good soldiering, which today we call the "Army Values" in the United States Army, are perhaps more definable. These values of loyalty, duty, respect, selfless-service, honor, integrity, and personal courage embody the tradition of America's armed forces. Those soldiers who personified these traditional values emerged during the last two centuries from the crowd to become the significant leaders of the Army and the Army Reserve.

This volume provides an overview of the lives of only a few of the many great leaders who served the Army Reserve since its inception in 1908. The narrative chapters and photographs offer an unparalleled insight of the careers of the United States Army Reserve's chief executive officers during the twentieth century. Although these officers' experiences were different in many ways, one theme was consistent throughout their careers -- they all virtuously exemplified the Army values. A second theme of this volume shows how the responsibility and importance of the Army Reserve's chief executive evolved and expanded over the past century from the functions of a major to that of a lieutenant general. Thus, the management of the Army Reserve today represents a complexity far removed from requirements of eighty years ago. Since the establishment of the "Total Army" in the 1970s, the importance of the Army Reserve to the nation's defense increased steadily. By the time of the Gulf War in 1990, it became clear that the Army could not fight without the active support of the Army Reserve. With each new military operation since then, the burgeoning role of the Army Reserve in supporting the national defense has incrementally advanced the importance of and, correspondingly, enlarged the burden on the shoulders of the Army Reserve chief.

The organization of this monograph into a chapter for each chief, which includes a biographical narrative supplemented by various photographs, allows the reader to gain a well-rounded glimpse of the personalities who shaped the Army Reserve. This volume should also serve as a tribute to all members of the US Armed Forces, and to further develop our understanding of the character and experience of successful military leaders. I recommend this volume to all students of the military profession!

Fort McPherson  
Atlanta, Georgia  
September 2003

LEE S. HARFORD, JR., Ph.D.  
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## **About the Author**

David E. Hilkert, a Pennsylvania native, grew up near Philadelphia and later in Ohio. He earned a bachelor of arts degree in history in 1976 and later obtained a master of arts degree from the Ohio State University in 1983. Hilkert enlisted in the US Army in 1977 and attended Army ROTC at Ohio State while completing graduate school. He graduated as a Distinguished Military Graduate and received a commission in the Signal Corps. He served two tours in Germany in a variety of enlisted and commissioned assignments.

An active Army Reservist since 1987, Hilkert commanded a military history detachment from 1994 to 1999. While he commanded the 317th Military History Detachment, his unit mobilized and deployed to Bosnia and later Hungary. Currently assigned to the 6th Brigade of the 108th Division (Institutional Training) as a lieutenant colonel, he teaches the Combined Arms and Services Staff School Course.

From 1989 to 1999, Hilkert worked as an archivist for the National Archives-Southeast Region. While employed by the National Archives, he served on the organization's national strategic planning group from 1992 to 1993 and received the Archivist's Achievement Award.

Hilkert, a historian with the Office of Army Reserve History at the US Army Reserve Command, joined the staff in 1999. He is the curator for the Museum of the Army Reserve and responsible for military history detachment readiness within the Army Reserve.

## Preface

This book would certainly not be possible without the dedicated support and help of many different individuals. I wish to acknowledge and express my deepest thanks to some of those individuals and organizations that provided me that help.

First, all of the former living officers who held the position of chief of the Army Reserve consented to oral history interviews. I owe a debt of gratitude to Major General (Retired) J. Milnor Roberts, Major General (Retired) William R. Berkman, Brigadier General (Retired) Harry J. Mott, III, Major General (Retired) Roger W. Sandler, Major General (Retired) Max Baratz, Lieutenant General (Retired) Thomas J. Plewes, and Lieutenant General James R. Helmly. Each graciously participated in oral history interviews with me and gave freely of their time in sharing their reflections on their lives and tenure as the chief of the Army Reserve. Major General (Retired) William F. Ward, Jr., spent two days with two of my colleagues, Dr. Kathryn Roe Coker and Ms. Deborah Foster-King, and me, organizing personal papers, photographs, memorabilia, and artifacts for transfer to the Office of Army Reserve History, US Army Reserve Command in Atlanta. General Ward also conducted an oral history interview with Dr. Coker. Each of the former chiefs and General Helmly provided invaluable insights into their lives, careers, and decision-making processes that no other source of information could reveal. Each of them donated or loaned photographs from his personal collection. In the instances of Generals Mott, Ward, and Sandler, I must express my deep appreciation to them and their lovely wives (Mary, Mary-Louise, and Jane, respectively) for their very kind and warm hospitality as I visited them in their homes.

Colonel Bernie Cullen, executive officer for the Senior Army Reserve Commanders Association and of the Reserve Forces Policy Board, opened several critical doors to my research by putting me in contact with several of the former chiefs of the Army Reserve and key personnel at the National Personnel Records Center, St. Louis, Missouri. Colonel Frank A. Edens, director, Army Affairs, Reserve Officers Association, furnished very valuable information and photographs of several of the early officers who were the executive for reserve affairs.

Mr. Niels Zussblatt, National Archives and Records Administration, St. Louis, Missouri, provided a very rich gold mine in the form of copies of the original military personnel files of most of the deceased executives and chiefs. He went the extra mile in scanning photos from the files and providing digital images, as well as locating some very elusive files. Mr. Zussblatt also uncovered much information about the deputy chiefs of the Army Reserve. His tremendous support contributed a huge amount of information critical and valuable to this multiple biographical survey.

Ms. Nancy Keating, Library, United States Military Academy, compiled information about all the executives that attended and/or graduated from the academy. Ms. Sheila H. Biles, Special Collections and Archives Division of the Academy library, provided several photographs of early former chiefs.

Ms. Kathleen B. Wade and Ms. Melinda Carter, Office of the Chief of the Army Reserve, General Officer Management Office, St. Louis, Missouri and Ms. Rose Sato, Major Dori Hash, and Major Gena Bonini, Office of the Chief of the Army Reserve, the Pentagon, sent me all of the biographical summaries for the more recent chiefs of the Army Reserve, and assisted me with the more elusive information about the deputy chiefs of the Army Reserve.

Ms. Brenda F. Martin, program support clerk, Records Management Center, Department of Veterans Affairs, St. Louis, Missouri, furnished several Veterans Administration files for quite a few of the chiefs and executives that are now deceased.

Mr. Ken Schlessinger, Mr. Will Mahoney, and Mr. Mitch Yockelson of the National Archives at College Park, Maryland, guided me through the immense collection of records from the Office of the Executive for Reserve Affairs at the archives. Mr. Nick Natanson of the Still Picture Reference Team, National Archives at College Park, provided very valuable information from the enormous photographic collection in the National Archives holdings.

Lieutenant Colonel Mike Perry, Mr. Tom Hendrix, and Colonel Robert Jackle, of the Military History Institute, Carlisle Barracks, Carlisle, Pennsylvania all ensured that I received biographical information, oral history interview transcripts, and photographs of former executives and chiefs, while Mr. Rick Baker of the Institute's Library Reference Staff, provided me with very helpful support and guidance during my visit there.

Ms. Bonnie Henning, research analyst, the Institute of Heraldry, Fort Belvoir, Virginia, provided a wealth of information on the flags of the chiefs of the Army Reserve.

Mr. Jerry Erickson, General Officer Management Office, Office of the Chief of the Army Reserve, researched and provided information about the little-known subject of the Office of the Deputy Chief of the Army Reserve, while Lieutenant Colonel Randy Pullen, branch chief, Executive Communications, Public Affairs and Liaison Directorate, Office of the Chief of the Army Reserve, furnished photographs of the former chiefs of the Army Reserve, with the current chief of the Army Reserve, as well as photos of the current office of the chief, located in the Pentagon. Sergeant First Class Paul A. Mantha, Office of the Command Sergeant Major, Office of the Chief of the Army Reserve, assisted me with information about the command sergeants major of the Army Reserve.

Mr. Paul A. Ryan, family member of Major General Charles A. Thompson, provided valuable family information and documents. Ms. Elizabeth Nielsen, University Archives, Oregon State University, Corvallis, Oregon; Ms. Kim Sulick, assistant archivist for the Golden Gate National Recreation Area, National Park Service; Ms. Nancy Dean, Division of Rare and

Manuscript Collections, Carl A. Kroch Library, Cornell University; Mr. Brad Castleberry, community relations officer, Public Affairs Office, Fort Benning, Georgia; and Mr. Walter W. (Buck) Meeks, III, curator of the Fort Stewart Museum, provided photographs of Thompson.

Mr. Jerry Porter, manager of Communication Services of the Walter O. Boswell Hospital, Sun City, Arizona and Mr. Steven Boswell, grandson of Lieutenant Colonel Walter O. Boswell, both provided photographs and biographical information. Mr. Jim Boswell, of Ketchum, Idaho, and nephew of Boswell, provided his recollections and knowledge of his uncle during an oral history interview. Mr. Rick Wartzman of the *Wall Street Journal*, Los Angeles, graciously forwarded information about the Boswell family from his forthcoming book with Mr. Mark Arax, *The King of California: J.G. Boswell and the Making of a Secret American Empire*. Mr. Andrew Woods, research historian at the First Division Museum at Cantigny, Wheaton, Illinois, furnished a photograph of Boswell.

Mr. Jim Enos of Carlisle, Pennsylvania, provided photographic support with images of Colonel Douglas Potts from the Military History Institute collection.

Mr. Pegram Harrison and Mr. Worthington Romaine, cousins to Colonel John C. Pegram, both shared information about Pegram and the Pegram family.

Mr. William C. Reed, Sr., and Mrs. Helen Reed, step-grandson and step-granddaughter-in-law of Lieutenant Colonel Frederick B. Ryons, provided biographical information and a photograph of his grave. Mr. John Culhane, animation historian and journalist, shared information about his Uncle James ("Shamus") Culhane, Walt Disney animator and son-in-law of Ryons.

Ms. Tamar Chute, associate university archivist, the Ohio State University, and Mr. Terry Van Meter, director of the US Cavalry Museum, Fort Riley, Kansas provided information and photographs concerning Lieutenant General Stanley H. Ford.

Mrs. Nancy Stone (Devine) Moberly, Dallas, Texas, participated in an oral history interview about her grandfather, Major General David L. Stone, Jr. Her cousin, Mrs. Constance Lee, of Alexandria, Virginia, furnished biographical information and copies of numerous clippings, articles, and records about Stone. Mr. Robert T. Chapel, archives technical assistant, University of Illinois at Urbana-Champaign, provided information concerning the tenure of Stone at the campus. Mr. Gilbert, head of the University of Georgia Archives and Special Collections, sent me information about Stone's tenure as professor of military science at the University of Georgia. Mr. Alan Archimbault, museum director of the Fort Lewis Military Museum, provided a photograph of Stone, as well as information on his career, including a copy of a handwritten letter from the general's widow.

Mrs. Louise Ripple, Honolulu, Hawaii, graciously participated in an oral history interview concerning her father, Lieutenant General Charles D. Herron. Ms. Johanna Herring, archivist, Robert T. Ramsay, Jr. Archives Center, Wabash College, Crawfordville, Indiana,

furnished much invaluable information regarding Herron's career. Ms. Judi Bowman, curator of the US Army Museum of Hawaii, Fort Shafter, Honolulu, Hawaii, and Mr. Mike Timonin, Archives, George C. Marshall Foundation, Lexington, Virginia, provided photographs of Herron.

Mr. Fred Hartshorn and Mr. Ed Davenport, both of Tucson, Arizona, provided news clippings and photographs of their grandfather, Major General Edwin Hartshorn.

Ms. Penelope Krosch, archivist, University of Minnesota, Minneapolis, Minnesota and Ms. Arlette Copeland, special collections assistant, Mercer University Tarver Library, Macon, Georgia, sent information concerning Major General John H. Hester.

Mr. Rodney Gorme Obien, archivist and special collections librarian, George C. Gordon Library, of Worcester Polytechnic Institute, furnished newspaper and journal articles on Major General Frank E. Lowe. Corbis Images provided a Korean War photograph of Lowe. Ms. Anita Holland, archives technician, and Ms. Pauline Testerman, audiovisual archivist, at the Harry S. Truman Library, Independence, Missouri, furnished additional Lowe photos.

The Reverend John C. Smith, son of Major General Edward W. Smith, provided a photograph of his father and a rich source of information on him in an oral history interview. Mr. Clinton Bagley, of the Archives and Library Division, Mississippi Department of Archives and History, and Ms. Pamela Cumbie, All Saints Episcopal Church of Atlanta, both helped in locating information on Smith. Mr. Mike Watson and Ms. Nina Starr, of Bell South, Atlanta, Georgia, both assisted me in researching *Southern Bell Telephone and Telegraph News* magazines and in obtaining a photograph of Smith.

Mrs. Elizabeth Bres Robbins, Memphis, Tennessee, daughter of Major General Edward S. Bres, gave many of her impressions about her father in an oral history interview. Mr. Tom Ryan, my colleague, friend, and command historian for the 90th Regional Readiness Command, provided information on Bres of New Orleans.

Mr. Wendell Westover, II, wrote his recollections about his father, Brigadier General Wendell Westover, including much information about his military career. He also provided numerous photographs of his father. Ms. Elaine Engst, Division of Rare and Manuscript Collection at the Carl A. Kroch Library, Cornell University, made many documents about Westover available to me.

Mrs. Cathlyn C. Rhoads, daughter of Major General James B. Cress, shared many personal memories and photographs of her father.

I conducted an oral history interview with Colonel John B. Milton, son of Major General Hugh M. Milton, II. He provided me a lengthy oral history interview of his father conducted by Colonel Arthur P. Deverill for the Military History Research Collection, Carlisle Barracks, Pennsylvania. Mr. Dennis Daily, Rio Grande Historical Collections, New Mexico State University Library, furnished information and a photo from the Hugh Milton Collection.

Ms. Susan Murphy, director of Alumni and Constituent Relations, and Kara Nishimura, Communications Office, both of the Punahou School, forwarded obituaries and a photo of Major General Philip F. Lindeman to me.

Brigadier General (Retired) Donald Palladino, son of Major General Ralph A. Palladino, contributed a wealth of documents, biographical information, and photographs about his late father. Mr. Jim Hill, Audiovisual Collection at the John F. Kennedy Presidential Library, assisted in locating information about the Palladino-Kennedy photograph.

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Ms. Dolly Warrick, editor of the Information Management Office, US Army Reserve Command, extremely helpful to this project, scanned innumerable photographs and provided electronic images of the executives and chiefs. Ms. June Shedrick, from the Training Support, Telecommunications Services Division, Information Management Office, US Army Reserve Command, and Mr. Bill Choate, of the Training Integration Branch, Training Division, G-7, US Army Reserve Command, provided assistance on formatting issues. Ms. Judy Wiechert, chief, Support Branch, Deputy Chief of Staff, G-1, US Army Reserve Command, and Sergeant First Class Antoinette Wheeler, administrative noncommissioned officer, also of the Support Branch, ensured the order of several photographs and biographical material on numerous chiefs of the Army Reserve. Mr. Ron Barre, official mail manager, Document Management Branch/Postal, Information Management Office, US Army Reserve Command and his staff, assisted with the editing phase of this history. Mr. Terry Smith, of the Customer Support Center,

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Each of the following former deputy chiefs of the Army Reserve, provided me with information concerning their tenure (see Appendices C and D): Major Generals (Retired) J. Milnor Roberts and Russell I. Berry; Major Generals Ross Pickus, Paul C. Bergson, Robert M. Diamond, and Karol A. Kennedy; Brigadier Generals Carl D. McIntosh, Harry J. Mott, III, J. Ronald Carey, Thomas J. Kilmartin, Eugene J. Mincks, Donald E. Lehman, Elmus S. Ussery, and David T. Zabecki; Colonel Lee W. Fritter; and, of course, Lieutenant General J. Ronald Helmly. Mrs. Mary Kennedy, widow of Brigadier General Sabe Kennedy, Jr., spoke with me concerning her late husband.

I wish to express very special gratitude to Major General Zabecki, former deputy chief of the Army Reserve (individual mobilization augmentee), editor of *Vietnam* magazine, and now deputy chief of staff, mobilization and reserve affairs (individual mobilization augmentee), US Army, Europe; and to my colleagues of the Office of Army Reserve History at the US Army Reserve Command: Dr. Lee S. Harford, Jr., Army Reserve historian; Dr. Kathryn Roe Coker, research historian; Ms. Deborah Foster-King, archivist; and Lieutenant Colonel C. Paul Pierett, historian. Their insightful suggestions and patient guidance were very beneficial to me in writing this history, and their kind friendships have made our working relationships very pleasant and enjoyable. They all contributed enormously to this project with their dedicated editing and shared expertise.

Many individuals, agencies, and organizations made this history possible, but I am responsible for interpretations made and conclusions drawn, as well as for any errors of omission or commission.

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Atlanta, Georgia  
September 2003

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## Table of Contents

Foreword.....	iii
About the Author .....	iv
Preface .....	v
History of the Office of the Chief of the Army Reserve.....	2
The Army Reserve Emblem .....	19
Distinguishing Flags .....	20

### Chiefs of the Army Reserve, 1923-2004

Charles Fullington Thompson (first tour) .....	25
Walter Osgood Boswell .....	33
Douglas Potts .....	43
John Cargill Pegram .....	47
Frederick Butterfield Ryons.....	55
Stanley Hamer Ford .....	61
David Lamme Stone, Jr. ....	71
Charles Douglas Herron .....	83
Edwin Simpson Hartshorn .....	97
Charles Fullington Thompson (second tour) .....	105
John Hutchison Hester .....	111
Frank Edward Lowe .....	121
Edward White Smith .....	127
Edward Sedley Bres .....	135
Wendell Westover .....	143
James Bell Cress .....	155
Hugh Meglone Milton, II .....	165
Philip Ferdinand Lindeman, Jr. ....	175
Ralph Albert Palladino .....	183

Frederick Marshall Warren .....	193
William James Sutton .....	205
James Milnor Roberts, Jr. ....	217
Henry Mohr .....	225
William Roger Berkman .....	233
Harry James Mott, III .....	241
William Francis Ward, Jr. ....	251
Roger Warren Sandler .....	263
Max Baratz .....	275
Thomas Jeffrey Plewes .....	285
James Ronald Helmlly .....	295

## Appendices

Appendix A: Chronological List of Chiefs of the United States Army Reserve .....	309
Appendix B: Chiefs of the Army Reserve who served in Combat or Major Operations .....	313
Appendix C: Deputy Chiefs of the Army Reserve .....	315
Appendix D: Deputy Chiefs, Army Reserve (Individual Mobilization Augmentee) .....	317
Appendix E: Command Sergeants Major of the Army Reserve .....	319

## Photographs

Lieutenant General Plewes with Living Former Chiefs of the Army Reserve .....	xviii
Brigadier General John McAuley Palmer .....	1
Colonel Stone, the First Executive for Reserve Affairs .....	3
Brigadier General Henry Mohr Swearing-in Ceremony.....	4
General John J. Pershing, Chief of Staff, US Army .....	6
State, War and Navy Building (now the Eisenhower Executive Office Building).....	7
War Munitions Building, May 1942 .....	10
War Munitions Building, 20 July 1938 .....	11

The Pentagon, 23 July 1947 .....	14
Aerial View of the Headquarters Building, US Army Reserve Command .....	15
The Headquarters Building, US Army Reserve Command .....	17
Chief of the Army Reserve Coin, Obverse .....	18
Chief of the Army Reserve Coin, Reverse .....	18
Distinguishing Flag, Office of the Chief of the Army Reserve and ROTC Affairs, 2 August 1960 - 17 November 1970 .....	20
Distinguishing Flag, Office of the Chief of the Army Reserve, 17 November 1970 - 9 August 1983 .....	21
Distinguishing Flag, Office of the Chief of the Army Reserve, 9 August 1983 .....	22
Lieutenant Colonel Charles F. Thompson, Circa 1934 .....	24
Cadet Thompson and the 1903 Army Football Team .....	26
Cadet Thompson, US Military Academy, Class of 1904 .....	27
Captain Thompson as Professor of Military Science at Cornell University .....	28
Lieutenant Colonel Walter O. Boswell, Circa 1926 .....	32
Lieutenant Boswell, Circa 1916 .....	35
Major Boswell with 1st Infantry Division Officers, Meuse, France, 1918 .....	36
Lieutenant Colonel Boswell, Circa 1946-47 .....	38
First Lieutenant Douglas Potts, Leyte, Philippines, Circa 20 August 1903 .....	42
Officers of the 18th Infantry Regiment, Leyte, Philippines, Circa 20 August 1903 .....	44
Major John C. Pegram, 12 March 1920 .....	46
Cadet Pegram in 1902 .....	48
Second Lieutenant Pegram, 18 September 1902 .....	48
Lieutenant Colonel Frederick B. Ryons, Circa 1924 .....	54
Lieutenant Colonel Ryons, Circa 1924 .....	56
Lieutenant Colonel Ryons' Grave, Arlington National Cemetery .....	57
Colonel Stanley H. Ford, Gironde, France, 12 March 1919 .....	60
Major General Ford, September 1936 .....	65
Lieutenant Colonel David L. Stone, Jr. ....	70
Cadet Stone, Jr., US Military Academy, Class of 1898 .....	72
Colonel Stone, Meuse, France, 9 September 1918 .....	76

Colonel Stone with Major General Henry T. Allen, Coblenz, Germany, 1921 .....	77
Brigadier General Charles D. Herron, Circa 1934-37 .....	82
Cadet Herron, US Military Academy, Class of 1899 .....	84
Colonel Herron, Commander, 313th Field Artillery Battalion, Circa 1917-18 .....	84
Major General Herron, Schofield Barracks, Hawaii, 10 March 1939 .....	89
Major General Herron, Schofield Barracks, Hawaii, 10 March 1939, 2d view .....	90
General Herron with General George C. Marshall, Hawaii, March 1940 .....	92
Brigadier General Edwin S. Hartshorn .....	96
Captain Hartshorn, while assigned to the 14th Infantry Regiment, Circa 1911 .....	99
Captain Hartshorn and His Wife at Manila, the Philippines, March 1917 .....	99
Colonel Hartshorn in 1935 .....	101
Brigadier General Charles F. Thompson, Circa June 1940 .....	104
Lieutenant Colonel Thompson at the Presidio of San Francisco, 1931 .....	106
Lieutenant Colonel Thompson at Oregon State Agricultural College, Circa 1934 .....	106
Colonel Thompson at Fort Benning, Georgia, Circa 1937-38 .....	107
Major General Thompson in the 1940s .....	107
Brigadier General John H. Hester, Circa 1937-40 .....	110
Cadet Hester in 1908 at the US Military Academy .....	112
General Hester With Other Commanders in the Pacific Theater of Operations .....	114
Major General Hester in a Staff Conference on New Georgia Islands, 1943 .....	116
Brigadier General Frank E. Lowe, Circa 1941-42 .....	120
Major General Lowe at the Front Lines in Korea .....	122
Brigadier General Edward W. Smith, 15 May 1944 .....	126
Captain Smith During Training in San Antonio, Texas, 1928 .....	128
Brigadier General Smith as Vice President, Southern Bell, Circa Late 1950's .....	131
Major General Edward S. Bres, 31 October 1946 .....	134
Edward Sedley Bres as a Student at Tulane University .....	136
Major General Bres, Circa 1947-50 .....	139
Brigadier General Wendell Westover in April 1948 .....	142
Wendall Westover as a Boy .....	144
Second Lieutenant Westover, American Expeditionary Forces, 1918 .....	147

Captain Westover, 4th Machine Gun Battalion, 1918 .....	147
Wendell Westover Enjoys a Ride in his Auto, 1922 .....	148
Colonel Westover, Tank Destroyer Center, Camp Hood, Texas, Circa 1944-45 .....	149
General of the Army Eisenhower Promotes Colonel Westover, 24 January 1948 .....	150
Brigadier General Westover, 1948 .....	151
Wendell Westover as a Civilian.....	151
Major General James B. Cress, 4 January 1950 .....	154
Captain Cress, Taken Circa 1917 .....	156
Captain Cress, 13 December 1917 .....	156
Lieutenant Colonel Cress, 24 May 1919 .....	157
General Cress, Richmond, Virginia, With the Family Pet Peek-Scottie .....	159
Major General Hugh M. Milton, II, 21 January 1952 .....	164
Colonel Milton in the Pacific, Solomon Islands, 1944 .....	167
Hugh M. Milton, II, at the University of New Mexico.....	169
General Milton as Under Secretary of the Army .....	170
Major General Philip F. Lindeman, 21 December 1961 .....	174
Philip Lindeman as a Student at Punahou Academy, 1926 .....	176
Brigadier General Lindeman, Circa 1954 .....	176
Brigadier General Lindeman Addresses New Reservists, August 1956 .....	178
Brigadier General Lindeman with Army Chief of Staff Maxwell Taylor .....	179
Major General Ralph A. Palladino, Late 1950s .....	182
Lieutenant General Hugh Drum with Major Palladino, October 1942 .....	185
Lieutenant Colonel Palladino at Wiltz, Luxembourg, January 1945.....	186
Colonel Palladino with Major General Willard S. Paul.....	186
104th Infantry Decorated with 2d Croix de Guerre, the Fourragere.....	187
Brigadier General Palladino with Congressman John F. Kennedy, August 1952 .....	190
Major General Frederick M. Warren, 15 November 1961 .....	192
Major Warren During the Early 1940s .....	194
Major Warren as a Cavalry Officer, Early 1940s .....	195
Lieutenant Colonel Warren, After the Battle of the Bulge, Circa January 1945 .....	196
Major General Palladino and Major General Warren, 8 September 1959 .....	198

Judge Warren in His Courtroom, Circa 1960s .....	199
Major General Warren Presents Armed Forces Communication and Electronics Association Award.....	201
Major General William J. Sutton, 19 January 1967 .....	204
Cadet Sutton at Central High School, Fort Worth, Texas, 8 May 1927 .....	206
Captain Sutton With Texas National Guard Rifle Team, 1939 .....	206
Lieutenant Colonel Sutton, Circa 1942-43 .....	208
Lieutenant Colonel Sutton, North Carolina, 9 April 1943 .....	209
Major General J. Milnor Roberts, Jr., 9 June 1971 .....	216
First Lieutenant Roberts, Jr., Fort Benning, Georgia, July 1942 .....	218
Major General Roberts, Jr., September 1972 .....	220
Major General Henry Mohr, 2 June 1975 .....	224
Henry Mohr as a High School Senior .....	226
Brigadier General Mohr, 102d US Army Reserve Command, Circa 1973-75 .....	228
Major General Mohr, Circa 1975 .....	229
Major General William Berkman, 28 July 1987 .....	232
First Lieutenant Berkman in Korea, October 1953. ....	234
Brigadier General Harry J. Mott, III, July 1987 .....	240
Second Lieutenant Mott, III, With Fellow Officer, Korea, May 1953 .....	243
First Lieutenant Mott, Munsani, Korea, 15 June 1953 .....	243
Operation Big Switch, Near Panmunjom, Korea, 15 August 1953 .....	244
First Lieutenant Mott, Panmunjom, Korea, 15 August 1953 .....	244
Lieutenant Mott With Fellow Officers, Korea, Early 1953 .....	247
Lieutenant Mott, Korea, Early 1953 .....	247
Major General William F. Ward, Jr., 1991 .....	250
Cadet Ward US Military Academy, Circa 1949 .....	253
Lieutenant Ward, Korea, Circa 1951 .....	253
Major General Ward With Major General James R. Helmly, 22 May 2002 .....	259
Major General Roger W. Sandler, 23 March 1993 .....	262
Roger Sandler With His Father and an Unidentified Woman, Circa 1949 .....	265
Captain Sandler, Circa 1967 .....	265

Brigadier General Sandler, Visits Winter Annual Training, Circa 1985 .....	267
Major General Ward and Major General Sandler, 15 August 1991 .....	269
Major General Sandler Speaking at the White House, 20 March 1998 .....	271
Major General Max Baratz, 20 July 1995. ....	274
Brigadier General Baratz with Arnold Baratz, Circa 1984-87 .....	277
Major General Baratz and 416th Engineer Command Officers, Circa 1980s .....	278
Major General Baratz, 416th Engineer Command, Circa 1984-87 .....	279
Major General Baratz on Trip to Korea, Circa Mid-1980s .....	280
Major General Baratz in Egypt During Exercise Bright Star, Circa 1980s .....	281
Lieutenant General Thomas J. Plewes, 8 June 2001 .....	284
Tom Plewes as a High School Junior, Circa 1956 .....	286
Lieutenant Plewes with a Group of Officers, Munich, Germany, 1967 .....	286
Captain Plewes Promoted to Major, September 1975 .....	288
Major Plewes at Fort Drum, New York, October 1977 .....	289
Major General Plewes Promoted to Lieutenant General, 13 June 2001 .....	290
Lieutenant General James R. Helmly, 9 July 2002 .....	294
Private Helmly, Basic Training at Fort Gordon, Georgia, 1966 .....	296
Second Lieutenant Helmly, Phuoc Vinh, Vietnam, December 1967 .....	296
Lieutenant Helmly, Cu Chi, Vietnam, Late September 1968 .....	297
First Lieutenant Helmly, Cu Chi, Vietnam, Summer 1968 .....	297
Captain Helmly and Private Thanh, Tan Hiep, Vietnam, 5 January 1971 .....	299
Captain Helmly with Mr. Anh, Vietnam, April or May 1970 .....	299
Brigadier General Helmly with New Jersey Governor Whitman, 4 July 1999 .....	304
Brigadier General Helmly Comforts a Kosovar Boy, Fort Dix, NJ, 9 July 1999 .....	305
Lieutenant General Helmly has his Three-Star Rank Pinned On, 29 May 2002.....	306
Winter Scene at the US Army Reserve Command, 19 December 2000.....	320



Lieutenant General Thomas J. Plewes, following his promotion on 13 June 2001, stands with all of the living former chiefs of the Army Reserve. Left to Right: Brigadier General (Retired) Harry J. Mott III; Major General (Retired) Roger W. Sandler; Major General (Retired) William F. Ward, Jr.; Lieutenant General Plewes; Major General (Retired) J. Milnor Roberts; Major General (Retired.) William R. Berkman; and Major General (Retired) Max Baratz. (Photo by Lieutenant Colonel Randy Pullen, Public Affairs and Liaison Directorate, Office of the Chief of the Army Reserve)



Brigadier General John McAuley Palmer helped establish the position as chief at the new Organized Reserve Corps. (US Army Photo)

## **History of the Office of the Chief of the Army Reserve**

In recent times, the chief of the Army Reserve managed the readiness of approximately one million citizen soldiers who spanned the globe and stood ready to defend the vital interests of the United States anywhere in the world. To accomplish this task, the chief of the Army Reserve managed an annual budget of nearly \$4.2 billion, and administered a command and control structure encompassing some fifty major subordinate commands and installations located at 1,200 sites throughout the world.

Since 1991, the chief of the Army Reserve served in three distinct capacities. First, through the Office of the Chief of the Army Reserve in the Pentagon, he advised and directed federal reserve forces throughout the world, to include the Army Reserve Personnel Command, St. Louis, Missouri. Second, as the deputy commanding general for reserve forces, United States Army Forces Command, headquartered at Fort McPherson, Georgia, he provided advice on reserve affairs in the continental United States. Third, as the commanding general of the United States Army Reserve Command, also located at Fort McPherson, he commanded nearly all the Army Reserve units in the continental United States.

The role of the Army Reserve chief evolved significantly since its origin, when the Army established the position of Chief of the Reserve Section as an additional duty under the G-2, War Department General Staff. In those early days, the chief functioned as a liaison for the officers and enlisted men of the Organized Reserve Corps with the War Department. This officer functioned as a manager of an expanding federal reserve force in existence since 1908. The National Defense Act of 1916 established the Officers' Reserve Corps and the Enlisted Reserve Corps. By February 1917, approximately 500 Army Reserve officers received commissions, along with nearly 2,000 officers in the older, but still separate Medical Reserve Corps. Following the rapid growth of reservists with America's entry into World War I, and their important role demonstrated during the war, some planners in the War Department saw the need for greater attention to the Organized Reserve.

The need for providing guidance at the Army staff level, poor training opportunities, and an unrealistic view of mobilization of the Organized Reserve all contributed to serious problems for the Organized Reserve forces. Army Chief of Staff John J. Pershing (Chief of Staff, 1921-1923) provided the much needed focus for correcting those problems. He realized the benefit of having a staff officer available at the War Department to answer questions and evaluate recommendations made by Officers' Reserve Corps members. Colonel John McAuley Palmer, a member of Pershing's personal staff, took special interest in the Organized Reserve forces, although his role remained entirely advisory in nature. From 1921 to 1923, Colonel Palmer managed Organized Reserve Corps affairs. Colonel Willis Uline, Colonel Palmer's friend and



Colonel Stone, the first executive for reserve affairs, circa 1924-26. (US Army Military History Institute)



A chief of the Army Reserve is sworn into office at the Pentagon, Washington, DC. Brigadier General Henry Mohr receives promotion to major general and sworn in as chief of the Army Reserve. Shown administering the oath is Major General Verne L. Bowers, the adjutant general, while Mrs. Mohr, General Fred C. Weyand, chief of staff, and Secretary of the Army Howard H. Callaway look on. 2 June 1975. (Photo by Wayne C. O'Neill, US Army Audio-Visual Agency, Pentagon. National Archives)

chief of staff of the 98th Organized Reserve Division, suggested in a letter of 27 September 1922 that the War Department establish a Chief of Organized Reserve comparable to the previously established Chief of the Militia Bureau. Uline's letter to Colonel Palmer stated that the Organized Reserve needed a full-time spokesman at the War Department headquarters. He argued that a regular Army officer should fill this requirement, disposed to develop a strong

reserve component reporting directly to him. Such a reserve bureau, Uline wrote, acquired survival value. A succession of inept or weak chiefs would scarcely nullify its influence.<sup>1</sup>

Colonel Uline's suggestion found support within the War Department. On 1 March 1923, General Pershing responded to the proposal with a memorandum to the Army's deputy chief of staff. He directed the proper section of the General Staff to study the question of establishing an agency in the War Department. Pershing noted that the agency should be one ". . . whose express function will be to handle questions pertaining to the Reserves, that is, an agency to which Reserve officers seeking information or with recommendations to make, or any business relating to the Reserves, could go and receive a cordial welcome and thoughtful consideration."<sup>2</sup>

On 12 June 1923, Memorandum 42, Military Intelligence Division, established a Reserve Section in the Military Intelligence Division of the War Department General Staff. The section disseminated information on Organized Reserve activities and served as the War Department's point of contact with units and members of the Organized Reserve. Major Charles F. Thompson, then serving in the War Department's Military Intelligence Division, assumed the additional duty of chief of the Reserve Section. After serving a few weeks in the position, Major Walter O. Boswell, a former aide-de-camp to General Pershing, succeeded him.

Paragraph 24 of Special Order 53, War Department, dated 5 March 1927, moved the Reserve Section to the Office of the Assistant Secretary of War and designated it as the Office of the Executive for Reserve Affairs. This order appointed Colonel David L. Stone as the first executive for reserve affairs. A letter from the secretary of war to the executive for reserve affairs, dated 11 March 1927, defined the functions of the new office. Under the reorganization, the office provided reserve officers and their associations with a War Department contact and acted as liaison between them and the secretary of war. An executive order, not congressional legislation, established the new Office of the Executive for Reserve Affairs. The executive served at the will of the chief of staff of the Army.

The Reserve Officers Association, an organization founded in 1922 to act as an advocate for the young Organized Reserve Corps and to promote and develop military preparedness, passed a resolution at its 1927 national convention that urged Congress to pass legislation establishing a reserve division in the War Department. Senator David A. Reed of Pennsylvania introduced a bill the following year for the establishment of a reserve division ". . . responsible for the study and coordination of all details pertaining to the Reserve, the ROTC, and the Citizens' Military Training Camps." The bill required a Regular Army major general as the chief of the Reserve Division, supported by a small staff of officers, three selected from the Officers' Reserve Corps. In March and April 1928, the Senate Committee on Military Affairs

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<sup>1</sup> I. B. Holley, Jr., *General John M. Palmer, Citizen Soldiers, and the Army of a Democracy* (Westport, CT: Greenwood Press, 1982), 511.

<sup>2</sup> "General Pershing Conceived Idea of Army Reserve Staff Agency," *The Army Reservist* (January 1955), 10.



General John J. Pershing depicted as chief of staff, US Army. (Oil painting on canvas by Richard Leopold Seyffert, 1975, Art Collection, US Army Center of Military History)



State, War, and Navy Building (now known as the Eisenhower Executive Office Building), looking from the northwest. Located on 17th Street, Washington, DC, it housed the offices of the first officers who served as chief of the Reserve Section/Branch and executive for reserve affairs. The White House is barely visible in the background at the extreme right, January 1932. (National Archives)

conducted hearings for the bill. Several spokesmen for local chapters of the Reserve Officers Association voiced opposition to the proposed legislation. They voiced a fear that adoption created a bureau under which the reserve existed separately from the Army, comparing it to the way that the Militia Bureau had separated the National Guard from the Army. Bill opponents argued that a statutory office for reserve affairs possibly hampered the current relationship and urged that the reserve remain an integral part of the Army. The committee concurred with this view and the bill died in committee—nearly forty years passed before the Office of the Chief of the Army Reserve attained statutory status within the Army.<sup>3</sup>

The Executive for Reserve Affairs established its new office in the State, War, and Navy Building, located next to the White House and headquarters to the State, War, and Navy Departments. The building originally contained five wings built on five acres of land in 1888. The Executive Branch still occupies this structure, now known as the Eisenhower Executive

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<sup>3</sup> Victor Bruce Hirshauer, *The History of the Army Reserve Officers' Training Corps: 1916-1973* (Baltimore, MD: n.p., 1975), 115-117.

Office Building. By 1931, the executive for reserve affairs moved into an office in room 217 of the building and remained there until 1939.

On 4 November 1930, in a memorandum of the secretary of war to the chief of staff, the Office of the Executive for Reserve Affairs transferred to the Office of the Chief of Staff. An officer of the Regular Army, the executive held responsibility for “. . . facilitating activities pertaining to the Officers’ Reserve Corps and the Organized Reserves of the United States.”<sup>4</sup> While the executive had direct access to the chief of staff under this arrangement, he also served at the pleasure or whim of the chief. The Office of the Executive for Reserve Affairs undoubtedly achieved greater status with the promotion of Colonel Charles D. Herron to brigadier general in October 1934. The Army assigned General Herron as the first incumbent executive for reserve affairs to hold the general officer rank. Despite this, Brigadier General Edwin S. Hartshorn, who served as the executive from 1935 to 1938, observed in 1936 that “. . . the Chief of Staff [of the Army] retains to himself the supervision and control of the Reserve Component of the Army of the United States. . . . All instructions issued by the Office of the Executive for Reserve Affairs are given in the name of the Chief of Staff.”<sup>5</sup> The National Defense Act did not provide for the position of executive. The executive's office, kept at minimal staffing level, consisted of the executive and a secretary as late as September 1936.<sup>6</sup>

As Europe stood on the brink of war in the summer of 1939, the executive’s office, along with many other War Department officials, moved into the temporary Munitions Building located on the north side of the Mall at 20th Street and Constitution Avenue, Northwest. The move for the executive and many of those other War Department offices occurred sometime between April and August 1939. The executive first occupied room 2020 of the “tempo” or temporary building.

On 21 August 1940, the executive acquired liaison functions with the Reserve Officers Training Corps (ROTC) by a letter from the secretary of war to the executive for reserve affairs. In a letter to the War Department in February 1934, Mr. Ralph C. Bishop, secretary of the Civilian Military Education Fund, first proposed the concept for these new duties for the executive for reserve affairs. Mr. Bishop pointed out the need for an “Executive for Reserve Officers' Training Corps (ROTC) Affairs” to serve as a point of contact in the War Department for college officials and to coordinate ROTC policies and administration. He suggested the executive for reserve affairs as the logical officer to facilitate such a role.

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<sup>4</sup> *General History of the Office of Executive for Reserve & ROTC Affairs: 1923-1946*, Memorandum, Major General C. W. Bridges, The Adjutant General, Tab A, subject: Executive for Reserve Affairs, to the Chiefs of all War Department Arms, Services, and Bureaus, 4 November 1930.

<sup>5</sup> Memorandum, Brigadier General E. S. Hartshorn, Executive for Reserve Affairs, to Mr. Murray, Investigator for the Civil Service Commission, September 8, 1936, National Archives, Record Group 319, Entry 343, Box 100.

<sup>6</sup> Colonel James T. Curry and Colonel Richard B. Crossland, *Twice the Citizen*. (Washington, DC: Office of the Chief, Army Reserve, 1997), 36.

In the latter part of 1938, Army Deputy Chief of Staff General George C. Marshall, a Virginia Military Institute graduate and a strong advocate of the ROTC program, started exploring Mr. Bishop's suggestion. General Marshall discussed the proposal with the Executive for Reserve Affairs Brigadier General Charles F. Thompson in January 1939. Following some consideration, General Thompson expressed concern that acquiring responsibility for both Army Reserve and ROTC affairs could require long absences from Washington and interfere with the role then assigned to corps area commanders throughout the United States. He recommended the gradual introduction of ROTC responsibilities by the executive for reserve affairs on an experimental basis. In August 1940, the executive received the liaison functions in accordance with this recommendation.<sup>7</sup>

With the new designation as executive for ROTC affairs, the executive received authority for the initiation of action on any matters pertaining to the ROTC by making ". . . suitable recommendation to the appropriate Division of the General Staff."<sup>8</sup> On 20 June 1941, with the growing importance of the ROTC program on the eve of the United States' entry into World War II, the War Department redesignated the Office of the Executive for Reserve Affairs as the Office of the Executive for Reserve and ROTC Affairs.<sup>9</sup> With added responsibilities for the office came a further allocation of staff on 16 April 1941. The executive received two additional officers, a lieutenant colonel and a captain.

Just three months after the United States entered World War II, Army Chief of Staff General George C. Marshall initiated a major reorganization of the War Department in response to new demands for planning and implementation of wartime policies. The reorganization created three new commands: the Army Air Forces, the Army Ground Forces, and the Services of Supply (later renamed the Army Service Forces.). The Army Service Forces held the responsibility for supply (or technical) and administrative services, the nine geographically based corps area, and most Army installations throughout the United States.

Because of the Marshall reorganization, Circular 59, War Department, dated 2 March 1942, the Executive for Reserve and ROTC Affairs moved on 9 March 1942 under the Adjutant General's Office, which came under the Administrative Services Division, part of the Army Service Forces Command. At the time of this shift, the Office of Executive for Reserve and ROTC Affairs remained relatively small in comparison to other offices within the War Department. The executive's staff consisted of three military assistants and three civilians who performed clerical and stenographer duties. He continued to formulate and coordinate War

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<sup>7</sup> Hirshauer, 118-121.

<sup>8</sup> *General History of the Office of Executive for Reserve & ROTC Affairs: 1923-1946*, Memorandum, Major General E. W. Adams, the Adjutant General, Tab C, subject: Additional duties of the Executive for Reserve Affairs, to Colonel John H. Hester, 21 August 1940.

<sup>9</sup> *General History of the Office of Executive for Reserve & ROTC Affairs: 1923-1946*, News Release, War Department, Bureau of Public Relations, Tab D, 20 June 1941.



The War Munitions Building, Washington, DC—second home of the Office of the Executive for Reserve Affairs and Executive for Reserve and ROTC Affairs, 1939 to 1942. (National Archives)

Department policies pertaining to reserve affairs and Organized Reserve units, as well as to procure reserve officers from ROTC, Civilian Military Training Camps, and civilian life. The ROTC responsibilities of the executive included an advisory role on policies that affected the selection of the kinds, types, and locations of colleges and universities for senior ROTC units. As the United States prepared to fight in World War II, the executive also considered policies that affected the training of reserve offices and units of the Organized Reserve and their mobilization responsibilities.

Until June 1942, the Executive for Reserve and ROTC Affairs remained under the Adjutant General's Office, after which it realigned directly under the Chief of Administrative



The War Munitions Building, Washington, DC, taken 20 July 1938. (US Army Signal Corps photo in the National Archives)

Services, which still reported to the Army Service Forces Command.<sup>10</sup> As the military establishment rapidly expanded in the Washington, DC area, the federal government built a new building to accommodate the many offices of the War Department and Navy. This new building, situated on the west bank of the Potomac River, became the Pentagon. Sometime between November 1942 and 14 January 1943, the executive for reserve and ROTC affairs moved from the Munitions Building into his first Pentagon office, located in room 3C928.

Due to the mobilization for the war effort, by the latter part of 1942, the vast majority of Organized Reserve Corps officers now served the Army on active duty. In addition, the Office

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<sup>10</sup> Hirshauer, 122-123, and *General History of the Office of Executive for Reserve & ROTC Affairs: 1923-1946*, General Order No. 16, Headquarters, Services of Supply, Washington, DC, Tab E, dated 27 June 1942.

of the Executive for Reserve and ROTC Affairs continued to function as the point of contact for those thousands of reserve officers not mobilized because of age or physical disqualifications and those former reserve officers who now desired to renew their former connections to the Army. This large number of non-mobilized reserve officers created a flurry of activity for the executive. The Army also involved the office with studies on reserve and ROTC matters and plans for the reorganization of the reserve component and its integration with the Regular Army following the war.

On 12 November 1943, the Army abolished the Administration Services Division, Army Service Forces Command, and placed the Office of Executive for Reserve and ROTC Affairs under the leadership of the Director of Personnel, Army Service Forces.<sup>11</sup> On 17 May 1945, transferred completely from the Army Service Forces, the Office of Executive for Reserve and ROTC Affairs once again reported to the chief of staff, and functioned as a War Department special staff activity.<sup>12</sup> At this time, the office consisted of a Reserve Affairs Branch, an ROTC Affairs Branch, and an Information and Records Section.<sup>13</sup> In response to the growth and recognized importance of the Army Air Forces, an Air Force officer joined the Office of the Executive for Reserve and ROTC Affairs in December 1945. The Air Force officer advised and assisted the executive in Army Air Force Reserve and ROTC Affairs, maintaining liaison with all agencies in Headquarters, Army Air Forces related to the Organized Reserve Corps and ROTC.<sup>14</sup> Shortly after the war, the office grew to a staff of six officers and four civilians.<sup>15</sup>

On 7 December 1954, the Army re-designated the Office of the Executive for Reserve and ROTC Affairs as the Office of the Chief of the Army Reserve and ROTC Affairs. Change 14 to Special Regulation 10-5-1, dated 16 October 1956, made the chief responsible to the newly established Office of the Assistant Chief of Reserve Components. A major shift in the internal organization and responsibilities of the chief came on 13 February 1963 with General Order 7, Department of the Army, which re-designated the office as the Office of the Chief of the Army Reserve. With this change, responsibilities for ROTC affairs transferred from the Chief of the Army Reserve to a separate division under the Office of Chief of Reserve Components. The Office of Chief of Reserve Components was short-lived and abolished on 20 May 1974.

Following the 1963 transfer of ROTC responsibilities, the Office of the Chief of the Army Reserve consisted of four divisions and two offices: Organization and Training Division;

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<sup>11</sup> *General History of the Office of Executive for Reserve & ROTC Affairs: 1923-1946*, Army Service Forces Circular No. 116, Headquarters, Army Service Forces, Washington, DC, Tab F, 12 November 1943.

<sup>12</sup> *General History of the Office of Executive for Reserve & ROTC Affairs: 1923-1946*, General Order No. 39, War Department, Washington, DC, Tab G, 17 May 1945.

<sup>13</sup> *General History of the Office of Executive for Reserve & ROTC Affairs: 1923-1946*, War Department General Staff Circular 5-13, War Department, Washington, DC, Tab H, 9 July 1945.

<sup>14</sup> *General History of the Office of Executive for Reserve & ROTC Affairs: 1923-1946*, 9.

<sup>15</sup> *Ibid.*, 11.

Personnel Division; Logistics Division; Comptroller Division; Information Office; and Administrative Office. An executive officer, later designated as the deputy chief of the Army Reserve, managed the operation of the divisions and offices.<sup>16</sup>

In 1967, the issue of having a statutory chief of the Army Reserve came before Congress yet again. In September 1967, Secretary of the Army Stanley R. Resor stated before the Senate Committee on Armed Services that the Army could support a statutory chief of the reserves similar to that of the National Guard Bureau. Secretary Resor, however, opposed giving such an office for the Army Reserve much autonomy, arguing that such responsibilities belonged to the Army chief of staff or to his office. Despite some of the controversial issues surrounding the establishment of a statutory chief of the Army Reserve, legislation supporting its creation passed through Congress and became effective on 1 January 1968 as Public Law 90-168.

Nominated by the president on 23 April 1968, the 60th anniversary of the Army Reserve, and then confirmed by the Senate on 17 May 1968, the incumbent chief of the Army Reserve, Major General William J. Sutton, served as the first "statutory" chief of the Army Reserve. The new law called for the chief of the Army Reserve to function as an advisor on Army Reserve affairs to the Army chief of staff, and required that the chief be an Army Reserve officer with at least ten years commissioned service in the Army Reserve. The president appointed the chief to a four-year term, with the advice and consent of the Senate. The position called for an officer in the rank of major general, and eligible to succeed himself.<sup>17</sup>

The Office of the Chief of the Army Reserve acquired special staff status, as affirmed by Army Regulation 10-5, Department of the Army, 1 April 1975, following the abolishment of the Office of the Chief of Reserve Components in 1974. The Office of the Chief of the Army Reserve and the National Guard Bureau both now reported directly to the Army chief of staff.<sup>18</sup>

Although achieving greater recognition at the highest levels, the Army continued to relocate the Office of the Chief of the Army Reserve throughout the Pentagon. In May 1986, the Office of the Chief of the Army Reserve relocated to room 3E390 in the Pentagon, an area of the Pentagon later damaged on 11 September 2001 by the tragic crash of the hijacked American Airlines Flight #77.

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<sup>16</sup> "Section B: History and Development of Office of the Chief, Army Reserve," *Know Your Army (Strength in Reserve)*, circa 1963, in the William J. Sutton Papers, US Army Reserve Historical Research Collection, Office of Army Reserve History, US Army Reserve Command.

<sup>17</sup> Curry and Crossland, *Twice the Citizen*, 181-182.

<sup>18</sup> Major Francis T. Julia, *Army Staff Reorganization, 1903-1985* (Washington, DC: US Army Center of Military History, 1987), 39.



The Pentagon, home of the Office of the Executive for Reserve and ROTC Affairs and Chief of the Army Reserve, since 1943. Viewed from the south, the photo depicts Washington, DC, in the background. Photo taken 23 July 1947 by Corporal Moore. (National Archives)

In the late 1980s, concern within the Army increased about command and control issues in the Army Reserve. Army Reserve major commands had two chains of command—US Army Forces Command, headquartered at Fort McPherson, Georgia, and the Office of the Chief



An aerial view of the headquarters building, US Army Reserve Command, Fort McPherson, Georgia, on 29 November 2000. (Taken by Ms. Susan Norvick, Multi-media Specialist, Training Support Center, Fort McPherson, Georgia.)

of the Army Reserve. Thus, the chief of the Army Reserve still had little authority over major commands throughout the Army Reserve. The Army addressed these issues with the creation of the US Army Reserve Command as a provisional command at Fort Gillem, Georgia, on 1 October 1990. The command fully activated a year later on 18 October 1991 as a major subordinate command of Forces Command.<sup>19</sup> The chief of the Army Reserve, designated as the commanding general of the new command, commanded all Army Reserve forces assigned to Forces Command, while continuing to serve as the principal staff advisor on Army Reserve issues to the Army chief of staff. The chief also assumed the position of deputy commanding general for reserve forces, Forces Command. In addition, as commanding general of the US Army Reserve Command, the chief of the Army Reserve became responsible for managing and executing all operational and maintenance funding (OMAR), as well as the personnel funding (RPA) allocated by the Department of the Army to the Army Reserve.<sup>20</sup> Major General William F. Ward, Jr., incumbent chief of the Army Reserve, served as the first commanding general of the new US Army Reserve Command. In late 1997, the Army located the US Army Reserve Command headquarters permanently in its own headquarters building at Fort McPherson, Georgia.

After years of increased reliance upon the Army Reserve and the Army National Guard, and based on numbers of troops and facilities under their control, the Army now seriously considered elevating the ranks of both chiefs of the reserve components. Selected legislators introduced legislation in Congress in late 2000, and the House and Senate passed the Fiscal Year 2001 Floyd D. Spence National Defense Authorization Act, which directed the military services to grant a third star to the heads of their reserve components. On 27 April 2001, Secretary of Defense Donald H. Rumsfeld announced that President George W. Bush nominated both Major General Thomas J. Plewes, chief of the Army Reserve, and Major General Roger C. Schultz, director of the Army National Guard, for appointment to lieutenant general. The Senate confirmed the nominations on 24 May, and the Army promoted both men in a ceremony at the Pentagon on 13 June 2001.<sup>21</sup>

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<sup>19</sup> Kathryn Roe Coker, *The US Army Reserve Command (USARC): The First Years, 1 January 1989 to 31 December 1992* (Atlanta, GA: US Army Reserve Command, 1994), 161-162.

<sup>20</sup> *Ibid.*, 81-82.

<sup>21</sup> Lieutenant Colonel Randy Pullen, "History Made: Leaders of Army Reserve, National Guard don third star in historic first," *Army Reserve* (Summer 2001), 6-7, 58; and "Director, National Guard and Chief, Army Reserve Confirmed for Promotion to 3-star rank," US Army News Release #01-146, 1 June 2001.



The headquarters building, US Army Reserve Command (USARC), located at Fort McPherson, Georgia. The building, completed in 1997, is part-time home to the chief of the Army Reserve, who also serves as the commanding general, USARC, 26 September 2000. (Taken by Sean Quinn, Training Support Center, Fort McPherson, Georgia.)



Obverse of the Chief of the Army Reserve Coin.

Reverse of the Chief of the Army Reserve Coin.



Created and provided by Lech Promotions, Peachtree City, Georgia, 13 June 2001. (Courtesy of Lech Promotions. Photo by Susan Norvick.)

## The Army Reserve Emblem 1972 -

**DESCRIPTION:** On a dark blue disk the bust of a Minuteman (Captain John Parker) in cocked hat on a pedestal, between two branches of olive or within a dark blue designation band with gold inner and outer borders inscribed UNITED STATES ARMY RESERVE in gold.

**SYMBOLISM:** The minuteman has traditionally been used to represent the citizen soldier. The wreath signifies achievement and accomplishment. Gold is symbolic of honor and excellence and dark blue signifies loyalty.

**BACKGROUND:** The emblem was approved for use as a plaque in 1972 and is used as an unofficial identification device of the United States Army Reserve.

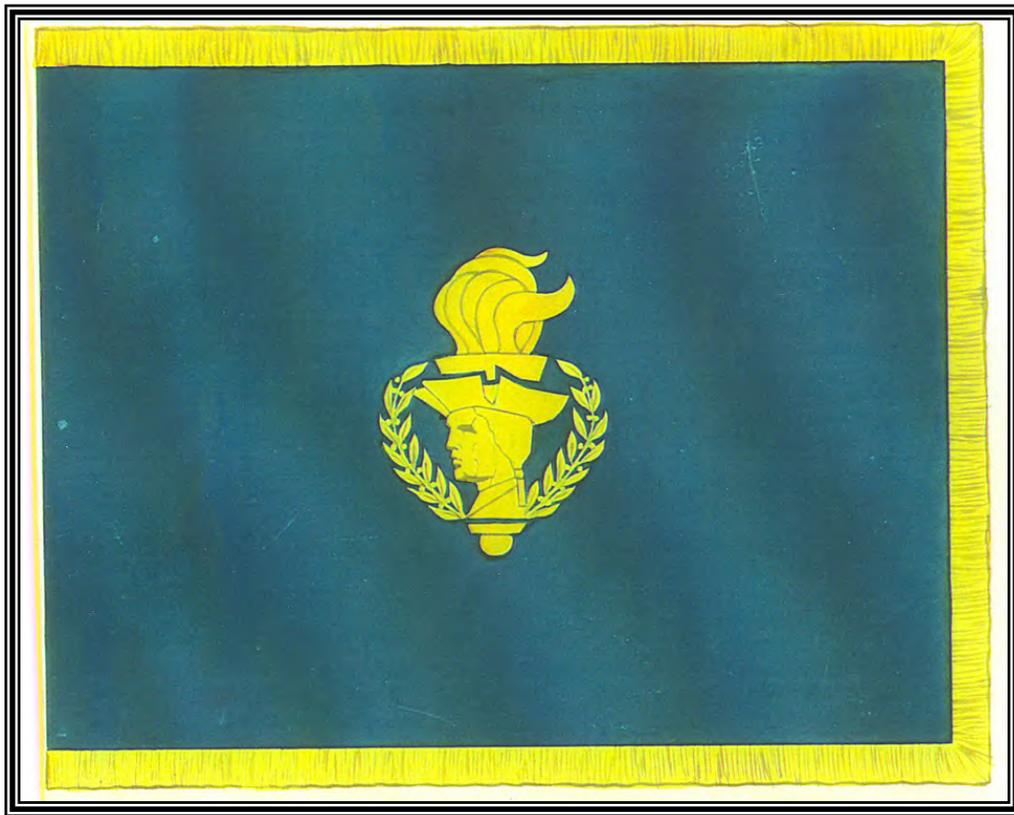


The Army Reserve Emblem, 1972 -

**Distinguishing Flag**  
**Office of the Chief of the Army Reserve and ROTC Affairs**  
**2 August 1960 – 17 November 1970**

DESCRIPTION: Within a wreath formed by two olive branches, a torch inflamed surmounted by the bust of a Minuteman in profile all or [gold].

SYMBOLISM: The torch, symbolic of the ROTC, and the Minuteman, represent the coordination of Army Reserve and ROTC Affairs under one office. The wreath represents accomplishment. The teal blue background represents branch unassigned.

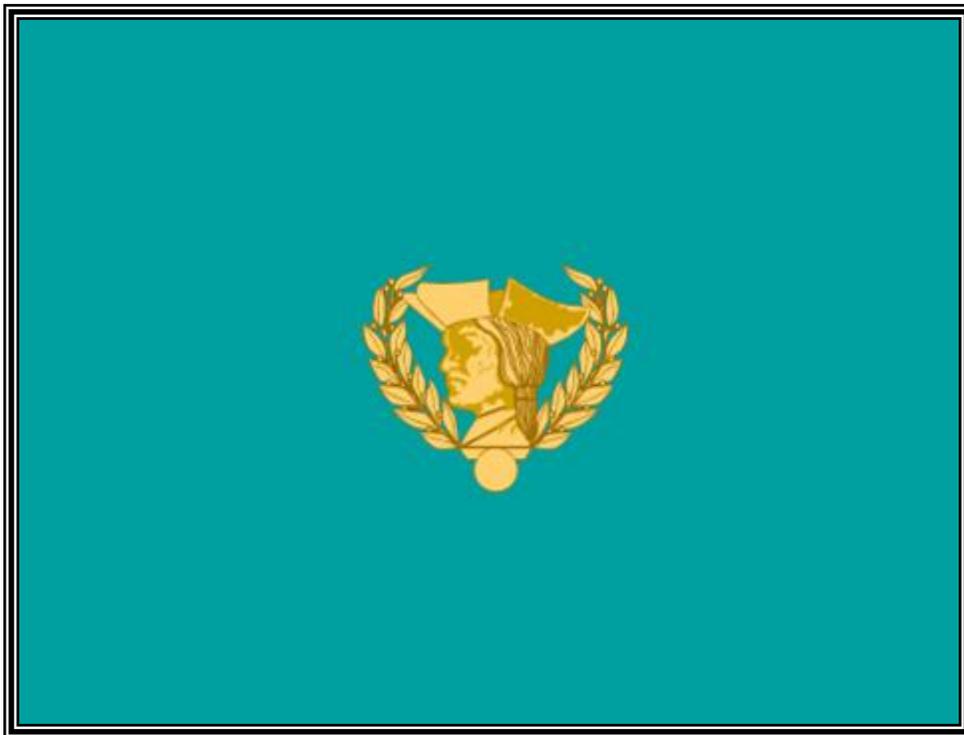


Distinguishing Flag, Office of the Chief of the Army Reserve and ROTC Affairs, 2 August 1960 – 17 November 1970

**Distinguishing Flag**  
**Office of the Chief of the Army Reserve**  
**17 November 1970 – 9 August 1983**

Due to the reorganization of the Army Reserve in 1963, transferring the responsibility for ROTC affairs from the Office of the Chief of the Army Reserve to the Chief of Reserve Components, the Army Reserve sent a recommendation for a new flag to the Institute of Heraldry. On 9 December 1967, the Institute of Heraldry changed the drawing to delete the torch, and on 17 November 1970, approved a new distinguishing flag for the chief.

**DESCRIPTION:** On a teal blue flag 3 feet hoist by 4 feet fly is the bust of a Minuteman in profile, within a wreath formed by two olive branches, all yellow. The fringe is yellow.



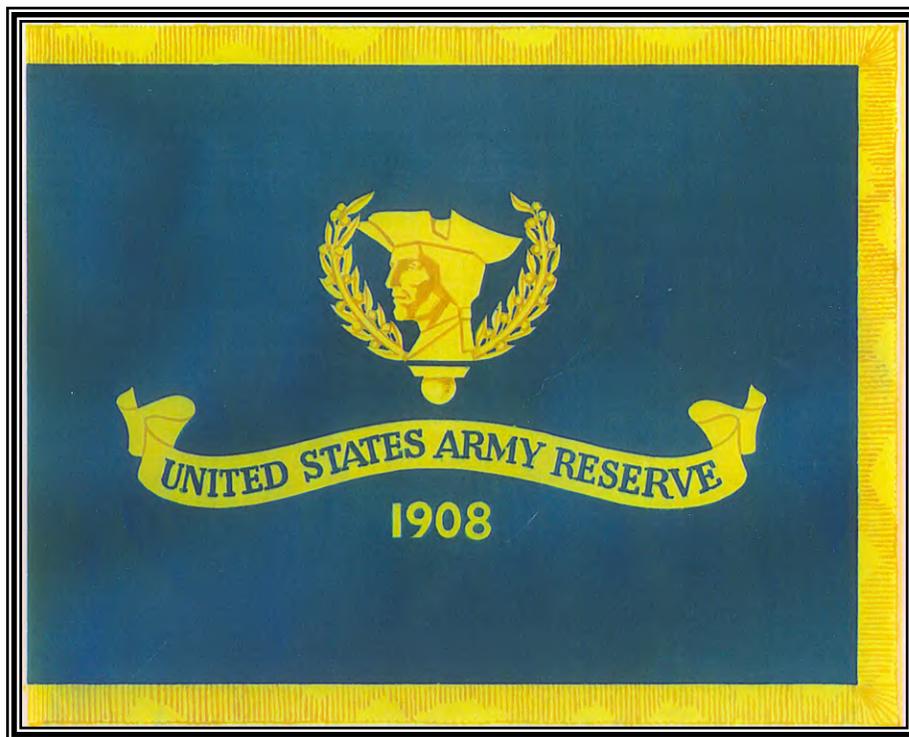
Distinguishing Flag, Office of the Chief of the Army Reserve, 17 November 1970 – 9 August 1983

## **Distinguishing Flag Office of the Chief of the Army Reserve 9 August 1983 -**

On 8 December 1982 the Office of the Chief of the Army Reserve requested a flag drawing to be modified. On 13 April 1983 the Chief of the Army Reserve selected a design, and on 9 August 1983 the Institute of Heraldry completed the flag drawing.

**DESCRIPTION:** Within a wreath formed of two olive branches, the bust of a Minuteman in profile all proper.

The Minuteman represents the American Cincinnatus, the citizen soldier. The wreath signifies accomplishment. The teal blue background alludes to branch unassigned. The color blue also stands for loyalty and devotion to country while gold signifies honor and excellence.



Distinguishing Flag, Office of the Chief of the Army Reserve, 9 August 1983 -





Lieutenant Colonel Charles F. Thompson, circa 1934. (Courtesy of Oregon State University Archives)

**Major Charles Fullington Thompson**  
**Chief of the Reserve Section, G-2**  
**12 June 1923 – 1 July 1923**

Charles F. Thompson, born 11 December 1882, the son of John Justin Thompson and Ida May Fullington, grew up in Jamestown, Stutsman County, North Dakota. His family came from a long military tradition. One ancestor, General John van Fossen, fought in the War of 1812 and befriended Sam Houston. Another relative, Levi van Fossen, joined the Northumberland County Rangers during the American Revolution. His uncle, Theodore Thompson, served with the 20th Michigan Volunteer Infantry during the Civil War. Charles Thompson's parents, both Michigan natives, settled in Jamestown, North Dakota, where John Justin opened an insurance business. From 1899 to 1900, Charles attended the University of Michigan, and on 1 August 1900, he received an appointment to the United States Military Academy, West Point, New York. While at West Point, he played on the football team. In 1904, Cadet Thompson graduated 79th in a class of 124 members from the academy and on 15 June 1904 received his commission as a second lieutenant of Infantry. Some of his classmates included Lesley J. McNair and Joseph W. Stilwell, both of World War II fame.

Thompson first joined the Army as a second lieutenant in the 13th Infantry Regiment at Fort McDowell, located on Angel Island in San Francisco Bay, California. In October 1905, he accompanied the regiment to the Philippines, serving at Fort William McKinley, located near Manila, and then briefly at Parang, Mindanao, from 2 November 1905 to 14 August 1907.

Upon his return to the United States, Lieutenant Thompson acted as the assistant athletic officer at the United States Military Academy until December 1907, when he rejoined the 13th Infantry. From 30 January 1908 to 9 March 1911, he served with the 13th at Fort Leavenworth, Kansas. While stationed at Fort Leavenworth, Thompson married Laura Bell Jenks on 29 April 1909. They had two daughters.

Following Thompson's promotion to first lieutenant on 11 March 1911, he served briefly with the so-called Maneuver Division at San Antonio, Texas, until 4 July 1911. The Maneuver Division mobilized in response to fighting across the border in Mexico. Composed of Regular Army units concentrated at San Antonio, the division reached a maximum strength in April 1911, together with other scattered border units, of 23,059. The division represented the largest concentration of troops in the United States since the Spanish-American War.

Lieutenant Thompson returned briefly to Fort Leavenworth from July to August 1911 and then went to the Philippines. He sailed with the regiment in August 1911. From 5 October 1911 to 15 September 1914, he received subsequent assignments to several posts. On 23 September 1914, Thompson transferred to the 16th Infantry. He served with the regiment at El Paso, Texas,

from 20 December 1914 to 7 August 1915. He then returned to West Point, New York, for a brief period—August to November 1915. While at the academy, he served as the football coach. From 3 November 1915 to 14 June 1917, he performed the duties of professor of military science and tactics at Cornell University, Ithaca, New York. During this assignment, Thompson received his promotion to captain on 1 July 1916.

Until August 1917, Captain Thompson served with the 38th Infantry at Syracuse, New York. On 5 August 1917, the Army promoted him to major. As the United States prepared for its role in World War I, Major Thompson taught during August 1917 at the School of Small Arms, Fort Sill, Oklahoma. From 24 August to 15 December 1917, he acted as adjutant and assistant chief of staff of the 82d Infantry Division at Camp Gordon, DeKalb County, Georgia.



The 1903 Army football team. Cadet Thompson, seated in the third row, is third from the left. During the season, he played tackle and guard for the team. (US Military Academy photo)



Cadet Charles F. Thompson, US Military Academy, Class of 1904. (Courtesy of US Military Academy Library)



OFFICERS OF THE CADET CORPS 1915-16

DALZELL	MOON	ELMENDORF	REDWOOD	CRAMPTON	SLIMM	CORWITH	
DAYTON	WILBUR	WEBSTER	CHAMP	TORROELLA	LEHRBACH	GARNJOST	
SWIFT	FOSTER	SHELLEY	HOLT	STOTZ	BLAKELOCK	WILLIAMS	
BARRETT	CANDEE	LOHR	THOMPSON	PHIPPS	FINLEY	ANTELL	BROWNING
MATTHEWS	MCCOY	SAUNDERS	WARSHAW	SMITH	SODERHOLM	BERSTON	

Captain Thompson (second row, fourth from the right) as professor of military science at Cornell University.  
(Courtesy of Cornell University Library)

Shortly after departing Camp Gordon, Georgia, Thompson went to France, arriving on 6 February 1918. He performed duties with the Military Intelligence (G-2), General Staff, General Headquarters, American Expeditionary Force, from 7 February to 23 July 1918.

From 24 July to 19 September 1918, he served as the assistant chief of staff for military intelligence (G-2) at First Army Headquarters. During that time, Thompson participated in the Aisne-Marne Offensive and the preliminary preparations and operations at the St. Mihiel Salient. For this service in addition to his duties as assistant chief of staff for military intelligence (G-2), Second Army (September 1918), he received the Distinguished Service Medal. From 20 September 1918 to 4 April 1919, Thompson functioned as assistant chief of staff, G-2, Second Army. During his tenure, he received promotion to lieutenant colonel of Infantry on 3 October 1918. He participated in the occupation of the Toul Sector.

From 5 April to 19 May 1919, Thompson served with the American Relief Administration at Paris, France, and at various places in southeastern Europe, particularly Bucharest, Romania. Initially under the directorship of future President Herbert Hoover, this humanitarian governmental agency later was privatized. With the efforts of three other agencies, the organization distributed more than 33 million tons of food at a cost of about \$5 billion. The staff included many soldiers like Lieutenant Colonel Thompson, nearly all-volunteer officers, who received extensions of their wartime appointments so that they could serve while still salaried by the government. Hoover secured presidential approval to draw supplies from the surplus stocks of food and equipment the Army had at the end of the war. Even with this Army aid, Hoover's relief operations were always civilian, not military, programs. In May 1919, Thompson returned to the United States.

Promoted to colonel on 10 May 1919, Thompson returned to his alma mater at West Point, where he commanded a cadet battalion and acted as an instructor in the Department of Tactics. During the postwar period of downsizing the military, Colonel Thompson returned to the rank of captain on 20 August 1919, but received promotion back to major nearly a year later on 1 July 1920.

On 9 September 1920, Thompson assumed the duties of assistant to the chief of staff, Headquarters, Fifth Corps Area, at Fort Benjamin Harrison, Indianapolis, Indiana.\* The Fifth Corps Area consisted of the states of Ohio, West Virginia, Kentucky, and Indiana. Major Thompson later acted as the assistant chief of staff for military intelligence for the Fifth Corps Area.

On 30 September 1921, Thompson reported to the War Department General Staff as the chief of the Press Relation Section, Military Intelligence Division, G-2. He held that position until July 1924. As a need for a staff member to oversee reserve affairs materialized, he received appointment as the first chief of the Reserve Section, G-2, as an additional duty on 12 June 1923. Thompson had a very short tenure, functioning for only two weeks, until 1 July 1923. (For further information in this book about Thompson's later career, see Brigadier General Charles Fullington Thompson, page 105.)

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\* The War Department abolished the six territorial departments in place during World War I on 20 August 1920 (War Department General Orders No. 50). Nine corps areas, each containing one Regular Army division, two National Guard divisions, and the nucleus of three Organized Reserve divisions, replaced these departments. Geographical boundaries were so located that all corps areas were about equal in population and available for active military service.

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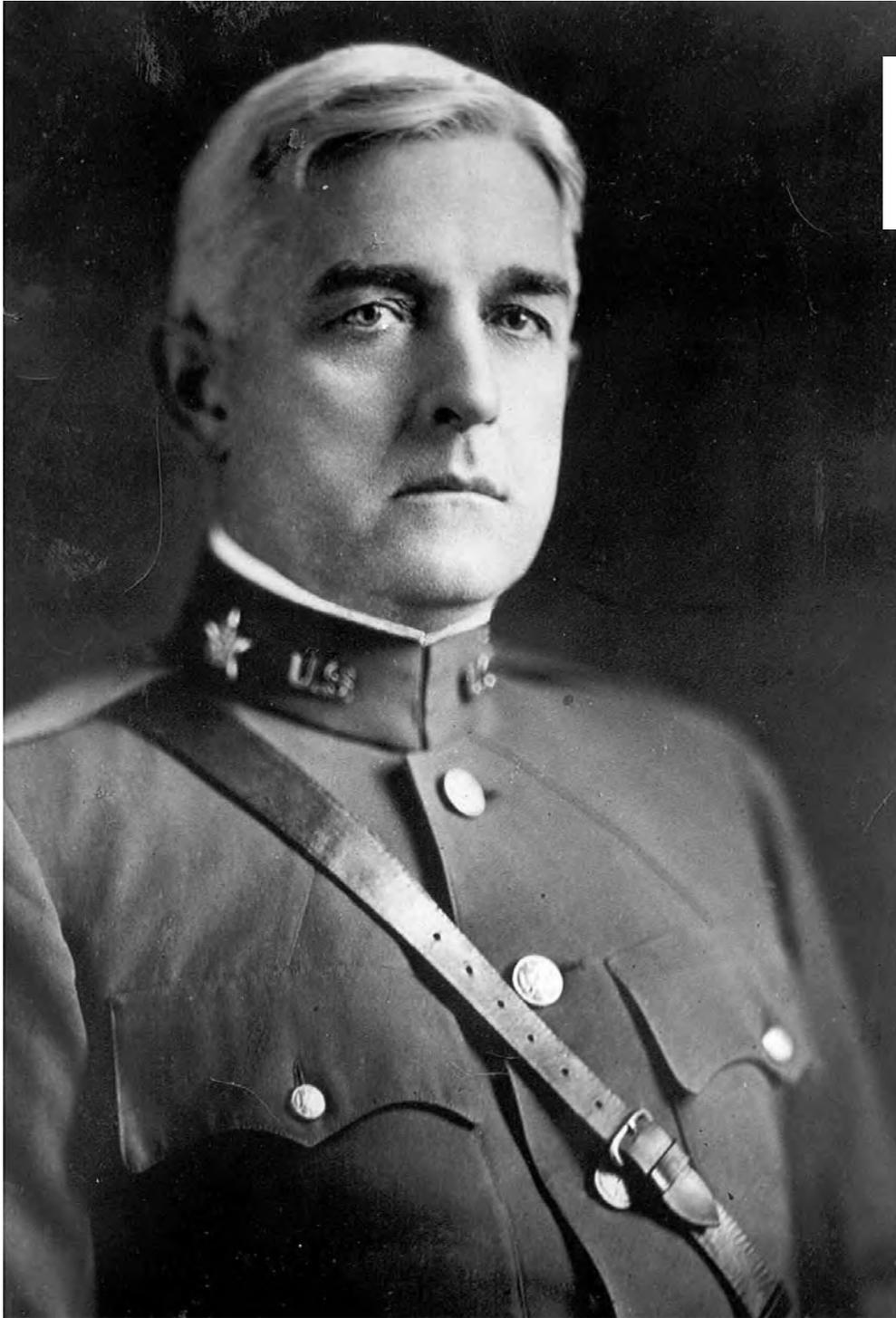
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Lieutenant Colonel Walter O. Boswell, circa 1926. (Courtesy of Mr. Jerry Porter, Manager of Communication Services, Walter O. Boswell Hospital, Sun City, Arizona)

**Major Walter Osgood Boswell**  
**Chief of the Reserve Section, G-2**  
**2 July 1923 – 31 July 1924**

Walter O. Boswell, born in Penfield, Greene County, Georgia on 19 December 1877, grew up the oldest of 13 children of Joseph and Minnie (Griffin) Boswell. His father served in the Civil War with the Dawson Grays, a Confederate company, that fought at Malvern Hill, Manassas, Sharpsburg (Antietam), and Fredericksburg. Joseph Boswell later transferred to the Stocks Volunteers and received a promotion to second lieutenant. His unit fell to a Union force at Cumberland Gap. Joseph Boswell spent the remainder of the Civil War in various federal prisons. Following the war, Joseph Boswell farmed 1,500 acres in Greene County and chaired the local division of the Southern Cotton Growers Association. Boswell's mother, Minnie, grew up as the daughter of a physician and Greene County school commissioner.

In accordance with family custom, the parents in the Boswell family chose the vocations of the children. The Boswells selected a military vocation for Walter and his brother, Jim. Walter first attended the University of Georgia and then on 20 June 1898 received an appointment as a cadet to the United States Military Academy. His academic records showed him as a rather good student at the beginning of his West Point career. He apparently ran into academic difficulty in geometry. During the examinations held in January 1900, he had problems in mathematics. He left the academy on 24 February 1900 after he failed the math examination. Family lore recounted that the academy expelled young Boswell after he and other cadets hoisted a cannon onto the roof of the cadet barracks as a prank, taking the post engineers a week to get it down.

On 10 September 1900, Boswell enlisted as a private in the Army. During his first term of service, he rose from private to sergeant while assigned to Battery G, 1st Artillery. Boswell received a commission as second lieutenant of Infantry on 25 July 1902 and then an assignment to the 16th Infantry Regiment, stationed at Fort McPherson, Georgia. While serving with the regiment, he performed duties as quartermaster, commissary, and adjutant. In June 1905, he transferred to Mahali Island in the Philippines. In October of that year, he moved to Fort William McKinley. Boswell returned to the United States in September 1907 and reported to Fort Crook, Nebraska. On 8 March 1908, the Army promoted Boswell to first lieutenant in the 21st Infantry Regiment, and in August of that year he transferred to Fort Logan, Colorado.

He married Anne Decker Orr of Pittsburgh, Pennsylvania, on 12 April 1909. The Boswells met while they both traveled in Japan. Mrs. Boswell, the daughter of a former general officer and well-known railroad official—J.P. Orr—graduated in 1903 from Wellesley College.

She had a love for all outdoor sports, particularly horseback riding. Mrs. Boswell was General John J. ("Black Jack") Pershing's wife's (Frances Warren Pershing) dearest friend and served as the maid of honor at the Pershing's wedding. Classmates from their Wellesley days and also relatives, Mrs. Boswell and Mrs. Pershing remained close friends. Boswell and his wife had three sons: James, William, and John. James graduated from the US Military Academy and became a brigadier general in the US Army. He participated in the second wave of the 6 June 1944 (D-Day) Normandy invasion. William graduated from Stanford University and later became a diplomat in the United States State Department, occupying the post in Lisbon, Portugal during World War II. He succeeded Clare Luce Boothe as ambassador to Italy after she left the post in 1957, and then later served at Cairo, Egypt. The youngest Boswell son, John, graduated from Yale University and joined the United States Navy.

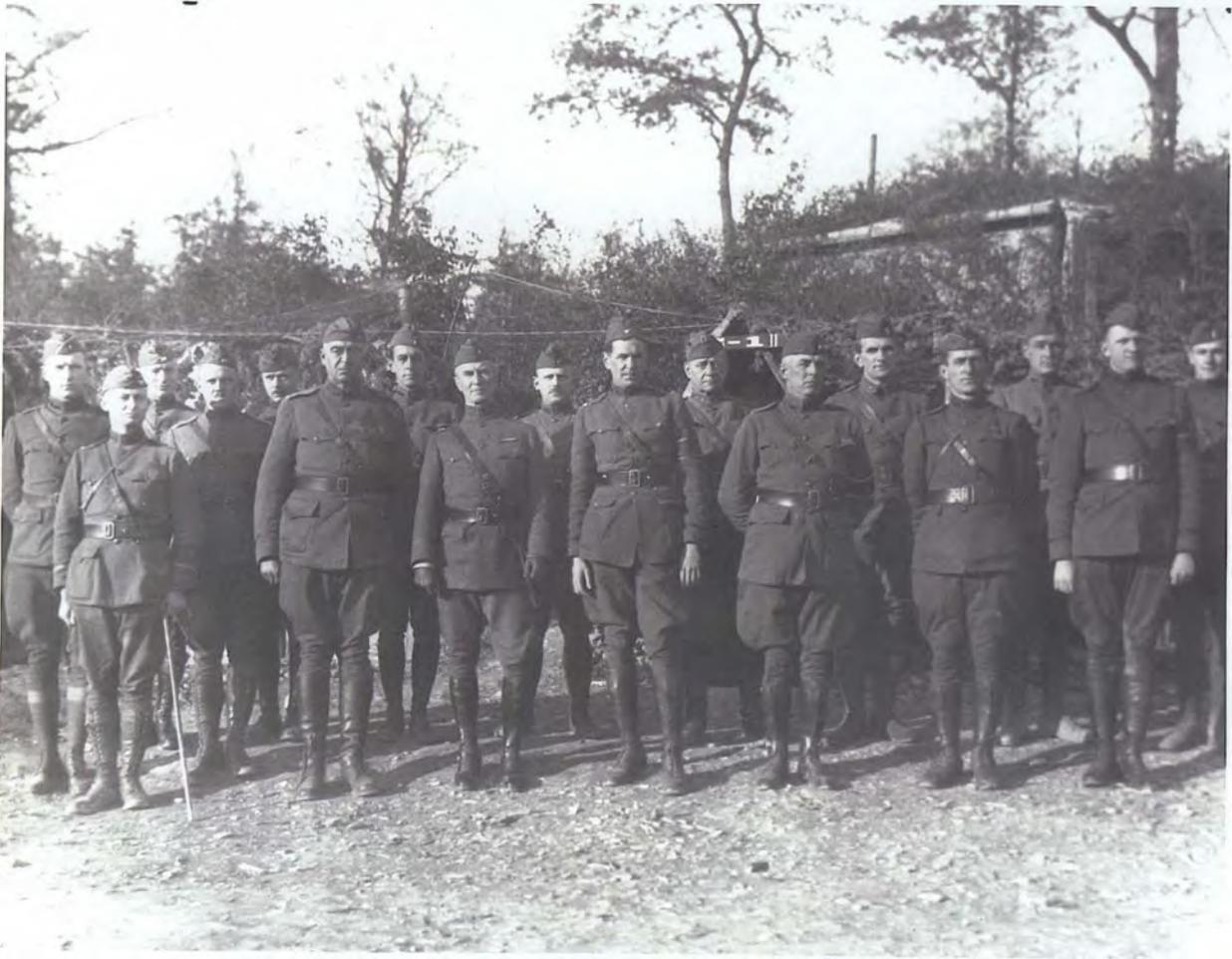
In October 1909, Lieutenant Boswell transferred to the Philippines. When he first arrived there during this tour of duty, he went to Camp Keithley. He acted as regimental quartermaster, commissary, and adjutant. His career changed dramatically in November 1909, when he transferred to Zamboanga, the Philippines, and became the aide de camp to General Pershing. He served General Pershing until 1911 in the Philippines. During his assignment, he took part in the expeditions against the Moros on the island of Jolo in 1911 and 1912.

Boswell returned to the Philippines in August 1912 and served at Vancouver Barracks, Washington. In 1914, he again became General Pershing's aide de camp, and in 1915 accompanied the general to the Mexican border to assess the situation with revolutionary Pancho Villa. While they were on this mission, Mrs. Boswell and the Boswell children stayed with Mrs. Pershing and the Pershing children in the commanding general's quarters at the Presidio of San Francisco. A tragic fire destroyed the Pershing's Presidio quarters in August 1915, killing Mrs. Pershing and the three little Pershing girls. General and Mrs. Pershing's son, Warren, survived the fire. Fortunately, Mrs. Boswell and the Boswell children escaped death by crawling out of an upstairs window onto a porch roof and jumping.

During the school year of 1915 to 1916, Boswell reported to the University of Georgia at Athens, assuming the position of professor of military science and tactics and commandant of cadets, with responsibility for 400 cadets. His duties involved regular instruction in tactics and drills to the entire law class and to a large class of citizens. As part of their training, he detailed his cadets to four of the Athens city schools where they taught classes, as well.



Lieutenant Boswell, circa 1916. (Courtesy of Mr. Steven Boswell)



1st Infantry Division officers in front of division headquarters, Verrier en Hesse Farme, Meuse, France, 29 October 1918. Major Boswell is third from the right in the front row. (Courtesy of the Colonel Robert R. McCormick Research Center, First Division Museum at Cantigny)

On 1 July 1916, Boswell received a promotion to captain, and a year later, on 5 August 1917, to major. During World War I, he served as the ordnance officer and adjutant of the 81st Infantry Division, then as assistant to the chief of staff of the 30th Infantry Division, and after two weeks there, he attended the American Expeditionary Forces School at Langres, France, where he learned the latest changes in staff work at the divisional level. From the school, he went to the American forces on the British front. During the Somme Offensive and during the breaking the Hindenburg Line, he performed duties of assistant operations officer, G-3, of the II American Corps, and then operations officer, G-3, for the 1st Infantry Division toward the end of World War I. He served with the division during the Meuse-Argonne Offensive in the fall of

1918 and wrote the operations order for the drive on Sedan. Higher headquarters countermanded this order and directed the division to hold in place, while French troops received the assignment for the push. For his role during the Meuse-Argonne campaign, Major Boswell received the French Croix de Guerre. One of the first Americans to enter Germany following the Armistice of 11 November 1918, Boswell joined the occupation force until returning to the United States in February 1919.

He completed the School of the Line in 1921, and graduated with distinction from the Command and General Staff School a year later and the Army War College after another year of studies. From 29 June 1923 to 28 May 1927, Boswell served on the General Staff Corps at the War Department. According to family members, he disliked staff duty, although he apparently had a talent for absorbing complete details of operations. On 1 October 1925, he received a promotion to lieutenant colonel. From 2 July 1923 to 31 July 1924, he served as an executive officer in G-2 with duties as the chief of the Reserve Section, then under the G-2.

In 1929, Boswell acted as the executive officer of the 22d Infantry Regiment at Fort McPherson, Atlanta, Georgia. While he was at Fort McPherson, the 22d Infantry participated in standard training such as military drill, hikes, field exercises, target practice, small unit maneuvers, and training new recruits. The regiment, along with other units at Fort McPherson, also became involved with Citizens' Military Training Camps and Reserve Officer Training Corps programs and summer encampments. The first Organized Reserve camp opened on post on 6 June 1930.

On 30 November 1930, Lieutenant Colonel Boswell retired from the Army. At the time of his retirement, he was in line to become the chief of staff for General Pershing, then commissioner of the American Battle Monuments Commission. Boswell had strong family ties, and his younger brother, James G. Boswell, urged him to leave the military and join his company based in California. James or "Jim," a pioneer in the Army Air Corps, had long since left the military as a lieutenant colonel. As Boswell had an interest in sending his children to college and the move promised a more lucrative career, he retired from the Army. Upon retirement, he assumed duties, first in the J.G. Boswell Company's Los Angeles office. He lived in Pasadena. While there, he became acquainted with George S. Patton. Walter Boswell later became vice president and general manager of the Arizona operations for the J. G. Boswell Company. During his tenure as vice president, Boswell, along with his two brothers, William and James G., expanded the company's farming, cotton-ginning, and cattle-feeding operations in Maricopa, Pinal, and Puma counties, Arizona.

Shortly after Boswell became general manager, J.G. Boswell Company negotiated a lease for the expansive Marinette Ranch in northwest Maricopa County. In 1930, he became vice president of Boswell Cotton Company and served in that position until he retired in 1950. Upon



Lieutenant Colonel Boswell, circa 1946-47. (Courtesy of Mr. Steven Boswell)

his recommendation, the company purchased the ranchland in 1936, bringing the company's total land holdings in western Maricopa County to 20,000 acres. Del E. Webb developed Sun City, Arizona, on this land in 1959.

Boswell's nephew, also James G. ("Jim") Boswell, recalled that his uncle had a strong but not flamboyant personality. He made quick, good judgmental decisions and commanded respect throughout Arizona. A very athletic man, Boswell loved football and baseball. He also enjoyed golf and played regularly as an older man. Despite a long-term separation from his wife, he remained a strong family man and took a keen interest in world affairs. Both he and his brother, Jim, actively participated in the Army Relief Society, an organization that assisted widows and provided scholarships for dependent children. Lieutenant Colonel Boswell died on 25 December 1953 in Phoenix, Arizona, after which the Army interred his remains in Arlington National Cemetery.

**Awards and Decorations:** Philippine Campaign Medal; Mexican Service Medal; World War I Victory Medal; Army of Occupation Germany Medal; and Croix de Guerre (France).

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First Lieutenant Douglas Potts, while serving at Camp Downes, Ormoc, Province of Leyte, the Philippines. The photo is marked 1904, although information on the back notes a date of 20 August 1903. Taken at Leyte, the Philippines. (US Army Military History Institute)

**Colonel Douglas Potts**  
**Chief of the Reserve Branch, G-2**  
**1 August 1924 – 30 December 1925**

Douglas Potts, born on 16 April 1878 to Brigadier General Ramsay Douglas Potts and Mary McCleod Vestor at Fort Hamilton, New York City, New York, embarked on a military career at a young age. While a student at the Polytechnic School in San Francisco, he enlisted in the Army on 23 May 1898 at the Presidio of San Francisco, California, and served as a private and subsequently as corporal in Company C, 4th Cavalry Regiment. Potts transferred to the Philippine Islands, where he reenlisted at Manila on 17 August 1899. On 3 February 1900, he received a commission as a second lieutenant of Infantry. The Army sent him to the 18th Infantry, where he received a promotion to first lieutenant on 15 October 1901.

Lieutenant Potts, then assigned to the 18th Infantry, served on the personal staff of the Army Service Schools,\* Fort Leavenworth, Kansas, from 18 January 1911 to 1912. At the same time, his father, Brigadier General Ramsay Potts, assumed the duties of school commandant. Coincidentally, both Douglas and his father reported for duty at Fort Leavenworth on the same day, 16 January 1911. In the next year's report, the acting commandant reported Brigadier General Potts absent from the school while "temporarily in command of the Central Division." Presumably, young Douglas went with him, since the faculty and staff list for 1912 does not include his name. On 11 March 1911, Potts advanced in rank to captain.

Potts received a promotion to major on 5 August 1917 and a temporary promotion to lieutenant colonel the same day. At the time of these promotions, the Army assigned him to the training faculty at Camp Custer, Battle Creek, Michigan. He accepted a promotion to colonel of Infantry on 17 August 1918 and remained a colonel until honorably discharged on 27 January 1920.

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\* By 1911, the Army Service Schools at Fort Leavenworth consisted of: the Army School of the Line, the Signal School, the Army Field Engineer School, the Army Field Service and Correspondence School for Medical Officers, and the Staff College. There were, in addition to these schools, the Coast Artillery School at Fort Monroe, Virginia; the Mounted Service School at Fort Riley, Kansas; and the School of Fire for the Field Artillery.

Potts remained unassigned until he received a permanent date of rank to lieutenant colonel on 1 July 1920. From 6 November 1920 to 28 March 1921, he served on recruiting duty in Washington, DC. He graduated from the School of the Line in 1922 and the General Staff School in 1923. The following year, Potts graduated from the Army War College, Washington, DC.



Photo of officers, most of whom are from the 18th Infantry Regiment, Camp Downes, Ormoc, Province of Leyte, the Philippines. First Lieutenant Potts is standing in the back row, fifth from the left. The photo is marked 1904, although the information on the back gives a date of 20 August 1903. Taken at Leyte, the Philippines. (US Army Military History Institute)

Following his graduation from the War College, Lieutenant Colonel Potts again served in Washington, DC, in the Military Intelligence Division, War Department General Staff, from 2 July 1924 to 9 April 1928. During part of this period, he performed the duties of the chief of the Reserve Branch. For the second time in his career, Potts advanced to the rank of colonel on 9 January 1928. In June 1928, Potts transferred to Governors Island, New York. From August 1933 to August 1935, he commanded the 30th Infantry Regiment at the Presidio of San Francisco, California.

On 31 October 1936, Colonel Potts retired from military service and lived a few years in Washington, DC. Sometime before April 1939, he moved to San Antonio, Texas, where he lived with his sister, the widow of General William S. McNair. Potts had a brother, John, who served

as a colonel in the US Marine Corps. Colonel Potts remained single throughout his life. He resided on Park Avenue, New York City, until the time of his death. He died on 23 March 1940 at the Station Hospital, Fort Jay, Governors Island, New York, after which his family interred his remains in the western section of Arlington National Cemetery.

**Awards and Decorations:** Philippine Campaign Medal.

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Major John C. Pegram, taken on 12 March 1920. (US Army photo)

**Lieutenant Colonel John Cargill Pegram**  
**Chief of the Reserve Branch, G-2**  
**31 December 1925 - 14 August 1926**

John C. Pegram, born on 6 February 1881 in Petersburg, Virginia, to George W. Pegram and Martha Jane Dodson, came from a very distinguished Virginia family. His grandfather, Robert Baker Pegram, served as a captain in the United States Navy and participated in the famous Wilkes Expedition to Antarctica (1838-42). Robert Baker Pegram later resigned his commission and assumed duties as the Confederate commander of Norfolk Navy Yard during the Civil War. As a Confederate naval officer, Lieutenant Robert Baker Pegram later commanded the commerce raider *C.S.S. Nashville*. John C. Pegram's great-grandfather, General John Pegram, led the 1st Virginia Militia during the War of 1812, and his father's first cousin, General John Pegram, achieved fame as a Confederate officer.

On 20 June 1898, John C. Pegram received an appointment to the United States Military Academy, West Point, New York, and graduated in 1902. He graduated 17th in a class of 54. He accepted a commission as second lieutenant of Cavalry on 12 June 1902 and a first assignment to the 1st Cavalry Regiment. Before he actually joined his unit, he first worked from 6 October to 30 October 1902 at the Depot of Casuals and Recruits. Permanently stationed at Balayan, Batangas Province, Island of Luzon, the Philippine Islands, Lieutenant Pegram served in this first tour of duty from 6 December 1902 until 28 February 1903. Pegram then transferred to Taal, Batangas Province, remaining at this post until 22 April 1903. Although the action was not a serious engagement with the enemy, while at Taal, he first experienced hostile fire. He returned to Balayan in April and stayed there until 11 August 1903, when he went to Manila for a very short period. From Manila, Pegram returned to the United States in September 1903.

The Army stationed Pegram at Fort Sam Houston, San Antonio, Texas, until 21 September 1904, when he went to Fort Clark, near Brackettville, Texas, and served at this old frontier post for three years. While assigned to Fort Clark, Pegram went on various temporary duty or detached service tours. He returned to Fort Sam Houston for four months, and reported to San Francisco, California, for refugee relief work in May 1906, following the devastating San Francisco earthquake and fire.

In San Francisco, Pegram directed the Chinese Refugee Camp and worked in the hospital. One legend states that he tried to bring one dead Chinese refugee to life by firing a twelve-inch gun. He rejoined his unit at Fort Clark in July 1906 and accompanied the regiment during maneuvers at Austin, Texas. He performed topographical duty in west Texas along the Rio Grande River until 13 April 1907.

Cadet Pegram in 1902. (Courtesy of the US Military Academy)



Second Lieutenant John C. Pegram, taken 18 September 1902. (US Army photo)

He returned to Fort Clark once again and remained there until October 1907, when he went to Fort Riley, Kansas, to attend the Mounted Service School.\* Pegram completed the first year program in July 1908, after he learned the use of the flat saddle and the art of blacksmithing. He apparently did well as his classmates dubbed him "the Village Blacksmith" of the class. During the summer of 1908, he went on maneuvers at Pole Mountain, Wyoming, returning to Fort Riley in September. He became an instructor at the Mounted Service School from the fall of 1908 until October 1909. He continued his own independent study of horsemanship and riding during the course, as well. In the fall of 1909, the lieutenant took a leave of absence for four months and returned home to Virginia.

On 31 January 1910, Pegram returned to Fort Riley on temporary duty and then in late February rejoined his regiment, the 1st Cavalry. The regiment, then stationed at the Presidio of San Francisco, apparently lived a life of ease, with a mission "not too strenuous and gaiety was in the air." From February to April 1911, Pegram performed border patrol duties at Yuma, Arizona. He spent his summers in various national parks of California's high Sierra Mountains. During the summers of 1910, 1911, and 1912, he worked at Sequoia National Park, and in the summer of 1913, he served with the regiment at Yosemite National Park. During each of these summers, his responsibilities consisted of general ranger duties: protecting wildlife from tourists and occasionally putting out forest fires. Meanwhile, Pegram spent winters in San Francisco, where he functioned as assistant and acting regimental adjutant until May 1912. Pegram received a promotion to first lieutenant on 3 March 1911. In the fall of 1912, he met Gwendolin White, and in December 1913, they married. They did not have children.

In December 1913, Pegram moved to the Presidio of Monterey, California. He spent only a few months there, when he went in February 1914 to the Philippine Islands. On 1 January 1914, Pegram transferred to General George A. Custer's ill-famed former unit, the 7th Cavalry Regiment, and served in Company M. He joined the unit, then stationed at Fort William McKinley, the Philippine Islands, on 5 February, just as the company returned from the field. The fort, located about six miles southeast of Manila and on Luzon, later received a new name—Fort Bonifacio,

The 7th Cavalry saw a lot of field duty. During the summer of 1914, Lieutenant Pegram instructed recruits until September of that year. In September, he served as assistant to the regimental adjutant. In mid-September 1914, the entire regiment went to the field for an exercise that moved the unit to Camp Stotsenburg, located in the Province of Pampanga. Camp Stotsenburg later became Clark Air Base. Following two months of maneuvers in the field, the

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\* The Mounted Service School, originally called the Cavalry and Field Artillery School, received its redesignation in 1907. It served as one of the Army's four main service schools (the other three consisting of Coast Artillery, Engineer, and Medical). The Army established a School of Fire for the Field Artillery in 1911.

regiment established its headquarters at Camp Stotsenburg. Pegram remained in this assignment until 2 February 1916, when he returned to the United States.

On 15 November 1915, he returned to Company M, 9th Cavalry Regiment. During the latter part of his tour, he assumed duties as assistant to the post adjutant. When he left the Philippines for the United States in February 1916, Pegram went home via Nagasaki, Japan.

Upon his arrival at home, he reported on 15 February to the 10th Cavalry Regiment, one of the famed "Buffalo Soldier" regiments. On 21 March 1916, just a few weeks after his arrival at his new unit, he went to Mexico with the regiment as part of General Pershing's Punitive Expedition. This mission began following a raid of Mexican revolutionaries, led by Pancho Villa, on the town of Columbus, New Mexico. The attack, which occurred on 8 March, left a number of buildings burned and destroyed, and several civilians and soldiers killed or wounded. During the expedition to capture Pancho Villa, Pegram acted as the adjutant of 3d Squadron, 10th Cavalry. He remained with the expedition until June 1916, when he returned to Columbus, New Mexico to train soldiers of the regiment. Throughout the first part of June 1916, the unit continued to train, and Pegram received orders to assume command of the Remount Station at Columbus. On 19 June, he and his unit returned to Mexico to search for Villistas. Nearly a week later, they returned to Columbus, remaining there until November. Pegram received a promotion to captain on 1 July 1916. On 20 August, he transferred to Deming, New Mexico, located about 32 miles north of Columbus, remaining there until 4 December 1916. He served as the assistant quartermaster and instructor of equitation (horsemanship).

On 12 November 1916, Captain Pegram's career took a new turn when he assumed command of Bakery Company Number 2 at Deming. In December, he transferred to another bakery unit, Bakery Company Number 7, in El Paso, Texas. He remained there until April 1917, and went with his unit on 7 July to Governors Island, New York. While the unit moved briefly to Gettysburg, Pennsylvania, Pegram received an official detail to the Quartermaster Corps on 15 June.

At Governors Island, Pegram reported to the commanding general of the East Department. He assumed responsibility for the organization of all bakery companies in the department and was responsible for organizing schools for bakers and cooks, as well as the messes for all troops ordered to the National Army cantonments located in the Eastern and Northeastern Departments. On 21 August 1917, he received the temporary rank of major. In October, he completed temporary duty tours at both Fort Ethan Allen, a permanent post located about 6 miles from Burlington, Vermont, and Gettysburg, to organize the bakery companies there.

The following year, the Army relieved Major Pegram from the Quartermaster Corps on 22 April 1918 to fill a vacancy in the Adjutant General's Department in Washington, DC. He

received a promotion to lieutenant colonel of Cavalry on 30 July 1918, but returned to his permanent rank of captain on 15 March 1920. He attained quick promotion and advanced to major of Cavalry on 1 July 1920. He went to the Adjutant General's Department until 14 February 1921.

Major Pegram requested to take the Field Officers' Course at the Cavalry School in early 1921. He received orders to Fort Riley, Kansas, and then graduated from the Cavalry School Field Officers' Course on 30 June 1921. He enrolled in the School of the Line at Fort Leavenworth, Kansas, in September 1921 and graduated as the Distinguished Graduate on 23 June 1922. He entered the General Staff School that same year and graduated in June 1923. During the summer of 1923, Pegram completed brief duty assignments with the Pennsylvania and Maryland National Guard.

Pegram reported to the Army War College, Washington, DC, in August 1923, graduating the next year on 1 July 1924. His next assignment took him to the Army General Staff from 2 July 1924 to 28 April 1928. During that time, he assumed duties as chief of the Reserve Branch, then under the G-2. He served in that position from 31 December 1925 to 14 August 1926. While assigned to the General Staff, Pegram again received promotion to lieutenant colonel on 7 January 1925.

In May 1928, Lieutenant Colonel Pegram went to the Refresher Course at Fort Riley, Kansas, and then returned to the Philippines in early July 1928. Orders assigned him to the 26th Infantry Regiment at Fort Stotsenburg, and he remained there for three years and four months. On 4 November 1931, he started the return trip to the United States. On the return trip, which took five months, Pegram visited a number of countries: Indochina, which included the countries of Vietnam, Cambodia, and Laos; Bali and Celebes, both parts of modern Indonesia; Siam, later renamed Thailand; Burma; India; and Egypt. According to Mr. Worthington Romaine, Pegram's first cousin, during his time in the Philippines he befriended General Douglas MacArthur and played bridge with him.

He reported again to the General Staff Corps from 19 April 1932 to 18 April 1936. On 19 April, he accepted the assistant chief of staff position, G-2, for the III Corps Area, headquartered in Baltimore, Maryland. On 1 March 1934, Pegram received a promotion to colonel. In April 1936, Colonel Pegram went to the Cavalry School at Fort Riley, Kansas. He remained there for a month, and in May 1936, received assignment to Fort Des Moines, Iowa. On 23 June 1936, Pegram assumed command of the 14th US Cavalry Regiment and the Iowa District, Civilian Conservation Corps (CCC). He commanded the 14th Cavalry until August 1939, when he transferred once again to Baltimore, Maryland.

From 5 August 1939 until 30 June 1940, he acted as a recruiting officer at Baltimore. In July 1940, Pegram transferred to Omaha, Nebraska, where he became the chief of staff for the

VII Corps Area on 2 August 1940 and continued in that position until 1 May 1942. He stayed at Omaha until June, when he transferred to Fort Meade, a post located near Sturgis, South Dakota, and became the post commander on 27 June 1942. While at Fort Meade, Pegram functioned during the month of August 1942 as the deputy director of maneuvers at Little Falls, Minnesota. Pegram commanded Fort Meade until 30 September 1943. He retired a few months later on 31 January 1944.

Pegram lived in Petersburg, Virginia, following his retirement. He enjoyed playing golf, fishing, and hunting. The colonel, an avid traveler, spent many winters on the island of Majorca in the Mediterranean Sea. Interested in aviation, military history, and foreign affairs, Pegram also spoke and translated Spanish and French. He died on 7 August 1972 at Fort Lee, Virginia, at the age of 91 years, after which his family interred his remains in Blandford Cemetery, Petersburg, Virginia.

**Awards and Decorations:** Philippine Campaign Medal; Mexican Service Medal; American Defense Service Medal; American Campaign Medal; and World War II Victory Medal.

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Lieutenant Colonel Frederick B. Ryons, circa 1924. (Courtesy of Reserve Officers Association)

**Lieutenant Colonel Frederick Butterfield Ryons**  
**Chief of the Reserve Branch, G-2**  
**15 August 1926 – 30 September 1926**

Frederick B. ("Cappie") Ryons, born in New York City, New York, on 14 May 1877, moved to Nebraska with his family when he was a small boy. Following the move to Nebraska, his parents became homesteaders. Ryons received a commission as a captain of Engineers in September 1917, at Fort Leavenworth, Kansas. While serving in the Army as a captain, he obtained the nickname "Cappie" from his rank.

Ryons entered active service on 1 January 1918. During World War I, he served in the 310th Engineer Regiment and the 602d Engineer Regiment. The 602d, a sappers regiment, organized at Fort Devens, Massachusetts, in March 1918. The unit went overseas in July of that year and became attached to the V Corps for the St. Mihiel and Meuse-Argonne Offensives. Under a later command shift, the VII Corps received the 602d as an attached unit. The 602d's designation changed to the 310th-602d Engineers. Ryons saw service in both France and Germany. He also completed a tour with the Army of Occupation following the war. The 1st Battalion, 310th Engineer Regiment deployed to Russia with the 339th Infantry Regiment on 25 August 1918, in an effort to guard Allied interests in northern Russian port cities against the Bolsheviks. Ryons left active duty on 29 July 1919. His unit demobilized at Camp Grant, Illinois.

Following his inactivation, Ryons entered the Organized Reserve Corps and eventually advanced in rank to lieutenant colonel. He completed four and one-half years on active duty, from 1922 to 1927, and functioned as assistant to the assistant chief of staff, G-2 (intelligence), during this time. While assigned to the G-2, Ryons received a detail to the Army's new Reserve Section. With his War Department superiors' consent, he accepted the position of secretary of the Reserve Officers Association in 1924, attending to all the routine matters of the growing organization, which then consisted of 8,600 members. It was during this period of assignment to the War Department that Ryons served very briefly as the chief of the Reserve Branch, G-2 from August to September 1926. At some point during his career, Lieutenant Colonel Ryons spent a tour in Panama during the completion of the Panama Canal Project.



Lieutenant Colonel Frederick B. Ryons, circa 1924. (Courtesy of Reserve Officers Association)



Lieutenant Colonel Ryons' grave, Arlington National Cemetery. (Courtesy of Mrs. Helen Reed)

Sometime between 1 January 1919 and 1922, Ryons married Mary D. Baker. They had three daughters, one of whom, Bettina, later married Shamus (originally James "Jimmy") Culhane, the cartoonist for Disney Studios who animated *Pinocchio* and *Snow White and the Seven Dwarfs*. Following the death of his first wife, Ryons married on 9 June 1923, Elizabeth Lathrop Brinkerhoff, also widowed, at Englewood, New Jersey.

He maintained an association with the Army Reserve at Fort Belvoir, Virginia. Ryons took a very active role in the Reserve Officers Association and served as the national secretary from 1924 to 1926. He performed duties as the national historian for the Reserve Officers Association. A member of the American Legion, Ryons also chaired the National Legislative Committee of the Military Order of the World War. He had membership in the American Society of Military Engineers and a charter membership in the Pershing Rifles and Scabbard and Blade.

He built the only private dam, called the Ryons Dam, on the Occoquan River, from 1928 until it became operable in 1935. From 1935 until his death, Ryons operated this dam facility located in Fairfax and Prince William Counties, south of Fountainhead Regional Park and northwest of Dale City, Virginia. He also led the Occoquan Hydroelectric Company as president for 18 years. Ryons died on 13 January 1946 at his home in Hoadly, Virginia, after which his family interred his remains in Arlington National Cemetery.

**Awards and Decorations:** World War I Victory Medal and Army of Occupation Germany Medal.

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Colonel Stanley H. Ford shown while assigned to the Embarkation Bureau and stationed in Bordeaux, Gironde, France. Photo taken 12 March 1919 by Sergeant Stinson, US Army Signal Corps. (National Archives)

**Colonel Stanley Hamer Ford**  
**Chief of the Reserve Branch, G-2**  
**1 October 1926 – 10 February 1927**

Stanley H. Ford, born in Columbus, Franklin County, Ohio, on 30 January 1877 to William Henry Ford and Katherine Douglas, attended the Ohio State University in Columbus as a young man, where he took advanced military training. The Ohio State University, a land-grant college, originally received a charter in 1862 as the Ohio Agricultural and Mechanical College under the Morrill Act of 1862. Under the provisions of the act, the federal government granted public lands to each state for establishing or supporting a college to teach agriculture and engineering. The Morrill Act curriculum for land-grant institutions included military tactics. Although not fully developed by the Spanish-American War, the military training program in civil institutions provided the Army a potential supply of officers in the form of thousands of college graduates like Stanley Ford who received basic military instruction. Cadet Ford commanded the Ohio State University cadet battalion. He scored high in a military competitive examination given at the end of his tenure at Ohio State. Stanley Ford received a bachelor of philosophy degree from Ohio State in 1898 and an appointment as a second lieutenant of Infantry on 9 July of the same year. President William McKinley made the appointment in recognition of his excellent record in campus military training.

Following his commissioning, the Army first assigned him to the 16th Infantry Regiment in Cuba during the Spanish-American War. His new unit fought in the Battle of San Juan Hill about one week before Ford received his commission in the Army. Ford advanced to the rank of first lieutenant on 16 June 1899. He went to the Philippines with a battalion of the 16th Infantry during the Insurrection, advancing with them on San Fernando, on 9 August 1899. He served with the unit in Cavite province in September of the same year.

Ford subsequently received appointment as inspector of customs and collector of internal revenue at Iba, Zambales, Philippine Islands, and was reassigned to the 25th Infantry Regiment on 7 October 1899. Along with Company I, he took part in the Caloocan skirmish on 9 October and the Battle at Iba on 6 January 1900. Although Lieutenant Ford received wounds during the Philippine Insurrection near Subic Bay, members of the family of Potencia Le Saca, Governor of the Province, saved his life. Ford assumed duties as a battalion adjutant on 1 March 1900, and in May of the same year, took command of Company M, 25th Infantry.

In November 1900, the Army appointed Ford as the registration officer at San Isidro, Zambales, Philippine Islands. In February 1902, he assumed command of Company F, 25th Infantry and in July that year, returned to the United States with his regiment, then stationed at

Fort Reno, Oklahoma Territory. He arrived at the Infantry and Cavalry School,\* General Service and Staff College, Fort Leavenworth, Kansas, as a student in August 1903. On 27 June 1904, he graduated from the school and returned to Fort Reno.

Ford accepted a promotion to captain on 3 February 1905. On 25 March 1905, he reported to the 5th Infantry Regiment, Plattsburgh Barracks, New York. During his tour of duty with the 5th Infantry Regiment, which lasted until 4 March 1908, Ford served at a number of posts: Plattsburgh Barracks, New York; Fort Ethan Allen, Vermont; Fort H. G. Wright, New York; and Fort Niagara and Fort Jay, New York. He participated in maneuvers at Mount Gretna, Pennsylvania, and functioned as provost marshal on the staff of Major General F. D. Grant. He also served as an instructor with the National Guard, a competitor in the Atlantic rifle competition, and an instructor in the Garrison School for Officers.

Captain Ford sailed for Cuba on 4 March 1908. On his arrival, he became the regimental adjutant, 5th US Infantry. He continued in that position at Cardenas, Cuba, until 3 April 1908, when the Army briefly assigned Ford to the Quartermaster Corps. This appointment with the Quartermaster Corps lasted until 2 April 1912. On 30 April, Ford assumed duties as the depot quartermaster at Havana, Cuba, Army of Cuban Pacification.

On 1 April 1909, Ford returned to the United States for duty in the Office of the Quartermaster General at Washington, DC. On 16 April, he received orders to Jefferson Barracks, Missouri, as the post and constructing quartermaster. Ford remained in that position until 2 April 1912, when he received an assignment to the 29th Infantry, and went to Fort Niagara, New York. In September of that year, Ford transferred to the 27th Infantry, then stationed at Fort Sheridan, Illinois. He relocated to Texas City, Texas, with his regiment on 1 January 1913.

The Army reassigned Ford to the 15th Infantry Regiment on 1 December 1914. He went with the unit to Tientsin, China. The 15th Infantry, then part of an international peacekeeping force put together by the US government and several other nations, responded to the revolution that overthrew the Manchu (or Qing) Dynasty in 1911 and subsequent fighting in China. Unstable political conditions and rioting throughout China, coupled with concerns of Chinese violence against foreigners, became the basis for sending US troops to several cities in China. The 15th Infantry, the major component of the force, consisted of approximately 1,000 troops during most of the deployment in China. Ford first commanded Company M of the United States Army Troops in China for six months. On 3 February 1915, he assumed duties as adjutant of the China Expedition and of the 15th Infantry, still serving in Tientsin. He continued in this capacity until 24 June 1917. He advanced to the rank of major on 15 May 1917, and on 24 June

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\* Shortly after the Army re-established the old Infantry and Cavalry School in the early 20th century, the school evolved into a general service course. In 1907, the school became the Army School of the Line.

returned to the United States, reporting for duty with the 84th Infantry Division at Camp Zachary Taylor, a temporary training camp near Louisville, Kentucky. While assigned to the 84th Infantry Division, Ford served as the division intelligence officer. The Army promoted him to lieutenant colonel on 26 August 1917. He then received orders to the Army War College for a special course beginning on 15 November.

On 16 December 1917, Ford sailed for France, detailed as an observer with the 39th British Division on the Western Front. He remained with the 39th Division until 14 February 1918, when he accepted an assignment to the American general staff in France. On 1 June 1918, the American Expeditionary Forces designated him as the chief of staff for the 27th Infantry Division. The division primarily consisted of men from New York City and New York State. While stationed in France, Lieutenant Colonel Ford completed the Army General Staff College, Langres, France, in 1918. Ford served with the 27th throughout all of its operations in France during World War I. He received a promotion to colonel on 5 August 1918, a few weeks after he joined the 27th Infantry Division. From 19 August to 3 September, the division participated in the Ypres-Lys Operation. From 31 August to 2 September, the unit fought at Vierstraat Ridge, Belgium. The 27th Infantry Division later fought in the Somme Offensive from 24 September to 1 October and 6 to 21 October. The 27th deployed to the La Selle River, near St. Souplet on 17 October 1918, and then to Jonc de Mer Farm on 18 October. During the Somme Offensive, the 27th Infantry Division, along with the 30th Infantry Division, achieved the distinction of breaking the famed Hindenburg line. During the early part of November 1918, the division moved near Amiens in conjunction with British divisions under General Sir Henry S. Rawlinson, commanding general of the British Fourth Army. This situation placed the division under British high command, to include their supply system. Years later, Ford recalled with amusement that this meant the 27th Infantry Division received a daily ration of tea instead of strong American coffee.

Following the war and the return of the 27th Infantry Division to the United States, the American Expeditionary Forces assigned Ford as chief of staff, Bureau of Embarkation, Base Section No. 2, Bordeaux. At the time of the Armistice, effective 11 November 1918, the port of Bordeaux rapidly became the principal port of the American Expeditionary Forces. By 1 May 1919, Bordeaux received about 2,197,000 tons of supplies and materiel. A large number of sawmills, hospitals, and warehouses existed in the vicinity. During the latter part of his tenure at Bordeaux, Ford visited various missions of the American Relief Administration in northwest Europe. He returned to the United States on 15 August 1919.

As the Army drew down the number of personnel, Ford reverted to his regular rank of major. On 1 July 1920, he advanced to the rank of lieutenant colonel. Ford graduated from the Army War College, Washington, DC, in June 1920. The Army then appointed him to the

General Staff at the War Department, Washington, DC, where he worked from 25 August 1920 to 4 October July 1924. During that tour of duty, he served as the chief of the Military Training Section, War Plans Division. While assigned at the War Department, Ford received a promotion to colonel on 1 September 1920. In 1923, he made a successful secret mission to China for the War Department, flying across the United States in an open cockpit plane, returning from the mission on 21 August 1923.

The War Department detailed Ford as a student officer to the Refresher Course, Infantry School, Fort Benning, Georgia, in October 1924. Following the completion of this course, he assumed command of the 16th Infantry Regiment and the post of Fort Jay, New York, on 11 December 1924. He remained in command until 27 August 1926.

Colonel Ford took office as the chief of the Reserve Branch, then assigned to the General Staff's G-2 Department, serving from 1 October 1926 to 10 February 1927. He also functioned as the assistant chief of staff, G-2, General Staff, from 1 May 1927 to 24 September 1930. As he left this position, the Army promoted Ford to brigadier general on 1 September. While he spent time on the General Staff, Ford saw duty under Army Chiefs of Staff Generals Charles P. Summerall, Douglas MacArthur, and Malin Craig.

Following his promotion, Ford received an appointment as military attaché to the American Embassy in Paris, France, assuming those duties on 7 November 1930. He continued there for two years and then took command of the 5th Brigade with station at Vancouver Barracks, Washington on 29 January 1933. As commander, Ford organized and mobilized the Civilian Conservation Corps (CCC) camps of the northwest. This New Deal organization, established in 1933, put thousands of men to work on projects in national forests, parks, and public lands. The I Army, along with the Organized Reserve Corps, assumed responsibility for the administration and command of the camps.

In June 1933, Ford sailed for the Philippines again, this time to take command of the 23d Infantry Brigade, the Philippine Division, stationed at Fort William McKinley. For a short period, he acted as commanding general of the Philippine Division. He returned to the United States via the Suez Canal to New York in May 1935.

Ford served as commander of the 1st Brigade, with station at 39 Whitehall Street, New York City, from May 1935 to March 1936. As commander, he trained his troops at the First Army maneuvers at Pine Camp, New York, 18 to 31 August 1935. He received promotion to major general on 1 March 1936.



Major General Ford, September 1936. (US Cavalry Museum)

On 28 March 1936, the Army reassigned him as the commanding general of the 1st Infantry Division, then stationed at Fort Hamilton, New York. On 1 October 1936, Ford relinquished command of the 1st Infantry Division and transferred to Omaha, Nebraska. On 4 October 1936, he assumed command of the VII Corps Area in Omaha and remained in command until November 1938.

Ford reported for duty as commanding general of the VI Corps Area on 7 November 1938, with headquarters in Chicago. The VI Corps Area consisted of Regular Army, National Guard, and Army Reserve forces from the states of Michigan, Wisconsin, Illinois, and Jefferson Barracks, just west of the Mississippi River in Missouri. Under his leadership, hundreds of Regular Army and Army Reserve officers, Reserve Officers Training Corps, and Citizens' Military Training Camp (CMTC) units received training at Camp Custer, Battle Creek, Michigan, and other posts throughout the corps area. Ford received a promotion to lieutenant general on 5 August 1939. At the time of his promotion, he ranked as one of the four highest peacetime officers in the US Army.

Before retiring, Ford also commanded the Second Army, Chicago, from 1 November 1938 until 30 September 1940. After 43 years of service, he retired on 31 January 1941 and settled in Merion Station, Montgomery County, Pennsylvania. His alma mater, the Ohio State University, awarded Ford an honorary doctor of law degree later that year. The Legion of Honor of France selected him as an officer. He joined the Sigma Alpha Epsilon as a young man. Ford took Masonic rites and belonged to the George W. Lininger Lodge, 268, Omaha, Nebraska. He devoted time to memberships in the following groups and societies: Army and Navy Club of Washington, DC; Retired Army Officers' Association; Union League of Philadelphia; Ohio Society in Washington, DC; the National Society of Scabbard and Blade; a life member of the 27th Infantry Division Association of the World War; honorary member of the Association of Military Surgeons of the United States; honorary member of the Military Intelligence Society of New York; New York Society of Military and Naval Officers of the World War; Chasseur, honoraire de lere classe du 20eme Bataillon de Chasseurs Alpine; American Society of the French Legion of Honor; charter member of United Spanish War Veterans, Paris Camp No. 1; Belgian War Veterans; Honorary Councilor of Allied War Veterans; Military Order of the World; and the American Legion.

He died on 19 January 1961 at the US Army Hospital, Carlisle Barracks, Pennsylvania, just eleven days before his 84th birthday, after which his family interred his remains in Laurel Hill Cemetery, Philadelphia, Pennsylvania. His wife, Katherine Welch Ford, survived him. General and Mrs. Ford had one son and one daughter, who preceded them in death.

**Awards and Decorations:** Distinguished Service Medal; American Defense Service Medal; Victory Medal (four bars); the Spanish War Service Medal; Cuban Pacification Medal; Philippine Campaign Medal; New York State Distinguished Service Medal with Silver Star; Legion of Honor (France); and Croix de Guerre with Palm (Belgium).

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Lieutenant Colonel David L. Stone, Jr. (Fort Lewis Military Museum)

**Colonel David Lamme Stone, Jr.**  
**Executive for Reserve Affairs**  
**5 March 1927 – 30 June 1930**

David L. Stone, Jr., born on 15 August 1876 to David Lamme Stone, Sr. and Katie Hunt, grew up in Stoneville, Washington County, Mississippi. His father settled in Washington County with two brothers around 1867 and established a livelihood as a cotton planter. When just 35 years old, David, Sr., died tragically in the yellow fever epidemic of 1878, with David, Jr., just a few years old at the time. Stone's Uncle William E. ("Will") Hunt, who served in the Confederate Army during the Civil War and later as US consul in Hong Kong, raised young David—just 11 years old—and his siblings, following the death of David's mother in 1887. David attended public schools in Greenville, Mississippi, and then preparatory school in Highland Falls, New York.

Stone received an appointment as a cadet at the United States Military Academy from Greenville, Mississippi on 15 June 1894. Not very studious, Cadet Stone graduated last in his class of 59 cadets in April 1898, a few months early due to impending war with Spain. Commissioned as a second lieutenant of Infantry on 26 April 1898, Stone's appointment came just four days after the US North Atlantic Squadron arrived off the coast of Spanish Cuba and imposed a blockade, thus officially beginning the Spanish-American War. Assigned to the 22d Infantry, Stone served with that regiment, the first on Cuban shores at the disembarkation point of Daiquiri, throughout the Santiago Campaign in Cuba. Stone returned to the United States in October 1898, and saw duty at Fort Crook, a post near Omaha, Nebraska. Upon return of the regiment to the United States, only five of the original 29 officers that deployed to Cuba returned with the unit. Of the 484 enlisted men from the 22d Infantry who left for Cuba, only 160 returned to the United States with the regiment. The remainder of the force was dead or too sick for duty.

In January 1899, Stone left Fort Crook and sailed for the Philippines with the 22d Infantry and occupied Malate Barracks (also known as Military Plaza), Manila. Soon after the regiment arrived in the Philippines, General Henry W. Lawton arrived and took command of the 1st Infantry Division of the Eighth Army Corps. Lawton began active operations against Filipino insurgents led by Emilio Aguinaldo. Stone, as part of the American force, served in all of the campaigns of the Philippine Insurrection with the 22d Infantry. He participated in General Arthur MacArthur's advance and capture of Malolos, the insurgent capitol. He engaged in the fight in and around Pasig, from 13 to 20 March 1899. The principal fight during this campaign occurred at Malinta, from 26 March to 2 April 1899. Stone also fought in the various engagements during Lawton's march from Manila to Candaba, 21 April to 22 May 1899.



Cadet David L. Stone, Jr., US Military Academy, Class of 1898.  
(US Military Academy)

On June 10, Lawton began his Cavite campaign, pushing the insurgent lines far back from Manila. A campaign against the main force of Aguinaldo began in October 1899. During this expedition, the 22d Infantry took part in the fight at Arayat on 5 October. The regiment also saw action at Baliuag, San Miguel, and then at San Isidro, the latter on 19 October 1899. Soon after this date, the unit briefly stayed at Cabanatuan.

Stone later participated in an expedition that went after insurgents in the mountains and fought in an engagement at Mount Corona on 22 July 1900. He received a promotion to first

lieutenant on 2 March 1899 while in the Philippines. Following the surrender of Aguinaldo on 23 March 1901, many of the Filipino insurgents followed or laid down their arms, and the Philippine Insurrection gradually melted away.

Stone returned to the United States from the Philippines on 2 January 1902 and then was reassigned with his company to Fort Crook. During his brief stay at Fort Crook, he went on detached service to Fort Logan H. Roots, near Little Rock, Arkansas, and then to Fort Riley, Kansas, from 21 August 1902 to 11 October 1902.

The Army promoted Stone to captain on 20 April 1903. He married Helen Hoagland on 3 October 1903 at Omaha, Nebraska. Captain and Mrs. Stone had three children. One of their daughters, Helen, married Major General John E. Theimer. Another daughter, Ianthe, also married a career Army officer, Mark A. Devine.

On 3 November 1903, he returned to the Philippines for a second tour of duty with the 22d Infantry. The regiment served at Camp Pantar and Camp Marahui, located on Lake Lanao, Island of Mindanao. This latter camp later eventually became Camp Keithley. During his second tour in the Philippines, Stone saw action in engagements on Luzon and Mindanao against different native groups, including the Moros. His years in the Philippines during this period proved formative ones, for he grew to admire the Moros for their integrity and fighting spirit. One of his granddaughters recalled that he told of a change from a carefree, fun-loving young man to a serious officer because of his experiences in the Philippines. His unit participated in the Taraca Expedition in 1904. He received wounds in the left arm on 24 October 1904, when his unit charged a fort held by the Sultan of Oato Cotta on Mindanao. For this action, he eventually received the Silver Star and the Purple Heart. He transferred back to the United States in November 1904.

Stone, hospitalized at the Presidio of San Francisco, California, recuperated from his wounds until 1905. From June 1905 to August 1907, he performed construction work duty with the Quartermaster Department. During this time, he assumed duties as the assistant to constructing quartermaster in Omaha, Nebraska, and remained there until 1 August 1907. Stone served with the 22d Infantry at the Presidio of Monterey, California from the beginning of August 1907 until 31 August. He then transferred with his regiment at that time to Fort McDowell, located on Angel Island in San Francisco Bay, California, remaining there until 17 April 1908. Stone, as the constructing quartermaster, assumed responsibility for the building of the "New Post" at Fort Sill, Oklahoma, until 24 March 1912.

The Army assigned Stone to the 25th Infantry on 19 April 1912, at Fort Lawton, Seattle, Washington. This post, located on Magnolia Park, overlooking Puget Sound, is now the site of Discovery Park, a 534-acre natural area park operated by the Seattle Parks and Recreation.

The 25th Infantry remained one of four regiments in the Army then composed of black troops. Captain Stone soon sailed for Hawaii in January 1913, where he commanded a company of his regiment until 15 June 1915 at Schofield Barracks. He again received a detail to the Quartermaster Corps on 1 September 1915, assuming responsibilities for military construction at Headquarters, Hawaiian Department at Honolulu. His duties included the planning and construction work at eight military posts, including Schofield Barracks, with its extensive hydraulic works and tunnels in the Hawaiian mountains. When the Army promoted him to major on 15 May 1917, Stone left Hawaii for the state of Washington.

When it seemed clear in 1916 that the United States could be drawn into World War I, Chester Thorne, a prominent Tacoma, Washington, banker envisioned a training ground in the open country located south of Tacoma and adjacent to land already owned by the Washington Army National Guard. He convinced the Pierce County commissioners to issue bonds for the purchase of the necessary land and to present it to the US government for a military post. Stone accepted an assignment as the constructing quartermaster at this site, which later became Camp Lewis. Shortly after his arrival in Washington in May 1917, he received a charge to build a "military city." He made his headquarters in a tent camp about a mile from Mr. Thorne's home and soon regularly visited his house each evening to discuss problems in planning and organizing the work before the project actually started on the new fort on 25 June 1917.

Stone proved himself an efficient and conscientious officer in his supervision of the project at Camp Lewis. Following a congressional investigation of his work on the plan, the subcommittee reported that Camp Lewis was “. . . the only construction carried on during the war that came through with a clean record, according to evidence submitted.” The contractor firm of Cornell Brothers headed the project, which eventually employed 10,000 workers. In record time, the Army completed a total of 1,750 main buildings and about 427 incidental ones at the new camp. The work progressed so quickly that, at one point, builders finished a barracks building with it ready for occupancy every 45 minutes. During this tenure, Stone received a promotion to lieutenant colonel, holding that rank from 5 August 1917 to 6 June 1918.

On 1 December 1917, the Army once again detailed Stone to the Quartermaster Corps and ordered him to Camp Greene, a temporary training camp near Charlotte, North Carolina, as the division quartermaster for the 3d Infantry Division. He went to Europe with the division, first arriving at Liverpool, England, on 12 March 1918. The unit deployed to France as part of the American Expeditionary Forces. When the unit went to France during World War I, Stone assumed duties as the division assistant chief of staff, G-1 (personnel). He saw combat with the division at the offensives of Aisne-Marne, St. Mihiel, and Meuse-Argonne, as well as the campaigns at Aisne and Champagne-Marne. He also participated in actions at Chateau-Thierry, in pursuit of the German Army from the Marne to the Vésle River, the reduction of the St. Mihiel

salient, and the campaign in the Argonne-Mt. Fauncon forest. He advanced to the rank of colonel of Infantry in the National Army on 7 June 1918.

On 17 October 1918, Colonel Stone transferred to the Second Army Headquarters to become the assistant chief of staff, G-1, under Major General (later Lieutenant General) Robert Lee Bullard. While serving in that position, he took part in the operation of the Second Army drive toward Metz, France. He served as the G-1 for Second Army until 7 April 1919, although temporarily assigned as the deputy chief of staff, Second Army, from 19 October to 4 December 1918. For his role in World War I, Stone received the Distinguished Service Medal.

In April 1919, Stone took command of the Central Records Office at Bourges, France, directing affairs there until 1 September 1919. From there, he served as the chief of staff, 1st Brigade, American Forces in Germany, at Koblenz, Germany, until 9 January 1920. In January 1920, the Army appointed Stone as American military representative on the Inter-Allied Rhineland High Commission, representing Major General Henry T. Allen, the commander of all American troops occupying post-World War I Germany, at Koblenz. As part of the commission, Stone advised Pierrepont B. Noyes, the American representative. This commission governed the demilitarized German Rhineland after the Armistice of 11 November 1918. Stone completed his work with the commission by 31 December 1920. In that year, he received a promotion to colonel in the Regular Army on 1 July 1920. The Army designated him as the officer in charge of civil affairs, Headquarters, American Forces in Germany at Koblenz, serving in that role and in his duties as Inter-Allied Rhineland Commission representative, until 19 February 1923, when he returned to the United States.

Following his return to the United States, Stone took an assignment to the general staff as assistant chief of staff, G-4 (logistics), Headquarters, VII Corps Area, Omaha, Nebraska. The VII Corps Area consisted of North and South Dakota, Minnesota, Iowa, Missouri, Nebraska, and Kansas. He served at the headquarters until 1 July 1924, when he accepted an assignment at Jefferson Barracks, Missouri.

Stone assumed duties as post commander and the commander of the 6th Infantry at Jefferson Barracks in July 1924, but he went on temporary duty to Fort Benning, Georgia, to attend the Refresher Course for Infantry. He completed the course in December 1924. Stone returned to his assignment at Jefferson Barracks. He remained there until 10 March 1926.

The Army ordered him to Washington to take on duties within the War Department in March 1926. He assumed duties as executive assistant secretary of war, Washington, DC. On 5 March 1927, Stone became the first executive for reserve affairs. When he initially received his duties, Stone worked directly for Army Chief of Staff General Charles P. Summerall. This relationship changed only ten days later when the War Department placed his position under the assistant secretary of war. Stone served as executive for reserve affairs until 30 June 1930.



Colonel Stone at Gondrecourt, Meuse, France, 9 September 1918. (US Army Military History Institute)



Colonel Stone (right) shown with Major General Henry T. Allen, commanding general of the American Forces in Germany, when both officers received medals at Coblenz, Germany, 25 January 1921. Colonel Stone then served on the Inter-allied Commission. (US Army Signal Corps photo, National Archives)

While assigned to the General Staff in Washington, DC, tragedy struck Stone and his family. His wife, Helen, died suddenly on 16 March 1929.

In June 1930, Stone reported to Fort Snelling, Minnesota, to command the 3d Infantry Regiment ("Old Guard"). During his command tenure with the 3d Infantry, Stone married Ruth B. Warfield, at Fort Belvoir, Virginia, on 20 December 1931. An unhappy marriage, the couple divorced at Hot Springs National Park, Arkansas, in March 1934. Stone served in command of the 3d Infantry Regiment until 25 July 1932.

In July 1932, he transferred to the University of Illinois at Urbana-Champaign on ROTC duty as the professor of military science and tactics. During this time when land-grant institutions required two years of military instruction for all students, he reported to university President, Harry W. Chase, that the Military Department had a strength of 22 officers and 40 enlisted men. He noted that during the school year of 1932 to 1933, the Army commissioned 253 of his students as second lieutenants. In addition, 136 seniors received brevet commissions in the Illinois National Guard. Stone remained at the university until 21 June 1933, when he assumed command of the 14th Brigade, 88th Infantry Division (Organized Reserve), Fort Snelling, Minnesota. He also served as the Fort Snelling post commander and then assumed responsibility for the Civilian Conservation Corps, District of Minnesota, from 1933 to 1 September 1936.

On 24 May 1933, he received his first star. While stationed at Fort Snelling, he married Anita Thorne-Corse on 1 January 1936 at Tacoma, Washington. The daughter of Chester Thorne, a banker and civic leader colleague of Stone from his Fort Lewis days, she divorced her first husband in 1932. In September 1936, Stone assumed command of the 3d Infantry Division, at Fort Lewis, Washington. He received a promotion to major general on 1 October 1936. He remained at Fort Lewis until 30 March 1937.

Stone transferred to Panama in April 1937, where he assumed duties as commander of the Panama Canal Department at Quarry Heights, from 12 April 1937 to 7 January 1940. As the commander of this department, he took charge of the entire Panama Canal and the Canal Zone, to include 8,500 Americans and 20,000 Panamanians. He had 18,000 troops under his command. A major part of his duties involved the improvement of the defenses of the Canal Department. While he commanded the Panama Canal Department, the Caribbean Air Command expanded in mission, and the Air Force augmentation programs began. Stone procured \$50,000 from the US Congress for defense construction in the Panama Canal Zone. Stone supported the Roosevelt Administration's "Good Neighbor Policy" through his various personal visits throughout various Latin American nations.

Stone left the Panama Canal Department to assume command of the V Corps Area at Fort Hayes, Columbus, Ohio, from January 1940 to 25 April 1940. The V Corps Area consisted of Regular Army, National Guard, and Army Reserve troops from the states of Ohio, West Virginia, Kentucky, and Indiana.

Major General Stone retired from active service on 31 August 1940 and settled in Tacoma, Washington, where his wife maintained an estate on American Lake. During World War II, Stone assumed civil defense duties, ran unsuccessfully for the Washington state senate, and served on the Pierce County Board of Commissioners from October 1943 to January 1945. He was on the Tacoma Chamber of Commerce Board from 1942 to 1944. The National Bank of Washington selected Stone as director in 1941, a post he held until 1954. He kept memberships in the Chevy Chase Club; the Army and Navy Club (Washington); the University of Minnesota, Somerset (St. Paul); and the Minneapolis Club.

A very good horseman, Stone enjoyed riding. He also liked fishing, particularly deep-sea fishing. His granddaughter, whose father, Mark Devine, served as aide-de-camp to Stone for two and one-half to three years in Panama, remembered him as the "kindest and most forgiving person" she ever encountered in her life. Well-liked, even the young Dwight Eisenhower affectionately referred to Stone as "Uncle" David. Although known as a forgiving man, if an officer or soldier upset Stone, a statement from one of his staff members, such as, "The Old Man is disappointed in you," usually quickly corrected deficiencies. Another granddaughter, Constance Lee, noted that he engendered great and long-lasting loyalty among those who worked for him. She recalled him as a warm, witty, funny man, and a great storyteller. His family remembered him as a loving father and grandfather.

In his later years, his health declined. Following a long period of hospitalization, Stone died on 28 December 1959 at the Veterans Administration Hospital, American Lake, Washington, after which his family interred his remains at the Fort Lewis Cemetery, Fort Lewis, Washington.

**Awards and Decorations:** Distinguished Service Medal; Silver Star; Legion of Merit; Purple Heart; Spanish Campaign Medal; Philippine Campaign; World War I Victory Medal; Army of Occupation Germany Medal; American Defense Service Medal; Commander's Legion of Honor (France); Officer of Order of Leopold I (Belgium); Croix de Guerre with Palm (France); and the Order of Vasco Nuñez de Balboa (Panama).

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Brigadier General Charles D. Herron, taken circa 1934-37. (US Army Signal Corps)

**Brigadier General Charles Douglas Herron**  
**Executive for Reserve Affairs**  
**1 July 1930 – 30 June 1935**

Charles D. Herron, born on 13 March 1877 to William Parke Herron and Ada Patton, grew up in Crawfordville, Indiana. His father enlisted as a private in the Union Army during the Civil War. He returned home as a captain at the age of twenty-one, following service with Wilder's Brigade of mounted infantry at the Battle of Chickamauga, where he received serious wounds. Following the Civil War, William Parke Herron established himself as a lending banker and industrialist in his town. Ada Patton Herron, a woman of wide interests and travel, possessed musical talent. Young Charles obtained some experience in business serving as a bank clerk for a short time.

Charles Herron acquired a preparatory education of two years at Wabash College, Crawfordville, from 1892 to 1895. On 15 June 1895, Herron received an appointment to the US Military Academy at the age of 18. He later graduated 49th in a class of 72 cadets. He graduated on 15 February 1899 and accepted a commission as a second lieutenant of Infantry. His class graduated early due to the Philippine Insurrection, and many of his classmates felt anxious to get into the action.

Just a few weeks after he received his commission, Herron shipped to the Philippines, where he served in operations against insurgents from April 1899 to March 1901. Upon his arrival in the Philippines and assignment as a new platoon leader, Herron discovered that the insurgents shot his predecessor. He saw combat service, first as an infantry platoon leader, in the fight against Philippine guerilla leader, Emilio Aguinaldo, and then as commander of Company K, 18th Infantry Regiment, in the operations that ensued when the organized Philippine Army was broken up. He participated in engagements at San Blas, 12 November 1899; Passi, 26 November 1899; and Dumarao, 5 December 1899. Although not wounded during the Insurrection, Herron's daughter recalled him noting that he did have a bout with typhoid fever in early 1901. He went to Japan for recuperation.

Under the military occupation that ensued, he assumed broad powers as commander of a province of 50,000 people. As a second lieutenant, Herron performed duties of the port and the collector of customs and collector of internal revenue of the Port of Capiz, serving until 1 January 1901. He received a promotion to first lieutenant on 31 October 1900. He commanded Company M, 21st Infantry Regiment, from 1 July to 10 September 1901. From 14 September 1901 to 15 August 1906, the Army stationed Herron in the United States and in the Philippine Islands with the 18th Infantry as a company commander and as a battalion adjutant.



Cadet Charles F. Herron, US Military Academy, class of 1899.  
(US Military Academy)



Colonel Herron as the commander, 313th Field Artillery Battalion, taken circa 1917-18.  
(US Military Academy)

In September 1901, Herron returned to the United States. From 27 December 1901 to March 1903, he served at Fort D.A. Russell, Wyoming, located about 30 miles west of Cheyenne. In the Philippines, his unit had responsibilities for maintaining the peace between the shepherders and cattlemen during one of the range wars. He returned to the Philippines with his regiment in April 1903 and was stationed at Camp Bumpus, near the little town of Tacloban, Leyte, until January 1905. In the Philippines, another young officer came to serve with Herron in 1904—Lieutenant Douglas MacArthur. Herron shared his grass shack with him and many years later recalled that he and MacArthur got along fine together, noting MacArthur's persuasive power with humor and that he "could talk the birds out of the trees."

He attended the General Service School from 1906 to 1908 at Fort Leavenworth, Kansas. While there, Herron befriended one of his classmates who greatly influenced his career—George C. Marshall, then a second lieutenant of the 30th Infantry. Herron advanced to the rank of captain on 2 November 1906. During that same period, he graduated as a Distinguished Graduate of the Army School of the Line (recently renamed—originally the School of Infantry and Cavalry) in August 1907. While one source claimed that Herron graduated from the Leavenworth schools second only to George Marshall, he certainly stood as one of 13 Distinguished Graduates, out of a class of 54 officers. Marshall finished one of only five honor graduates—those students with an academic average of 95 percent or better.

Herron received a master of arts degree in 1908 from Wabash College and graduated from the Army Staff College in August of the same year.\* Once again, both George Marshall and Herron graduated together, this time in a class of 22 officers. Following their Leavenworth graduation, the young Marshall and Herron both became instructors in engineering.

However, Herron very soon transferred to West Point, New York. Appointed as an assistant to quartermaster and an instructor at the US Military Academy, Herron served there from 22 August 1908 to 20 April 1910. Many years later, Herron stated that one of the cadets who attracted his attention for his "dogged determination and fierce competitive spirit. . ." was George S. Patton. Lieutenant Douglas MacArthur acted as his relief instructor while assigned to instructor duty.

In May 1910, the Army reassigned Herron as the adjutant of his old regiment, the 18th Infantry, which he joined at Fort Mackenzie, a post near Sheridan, Wyoming. The regiment transferred to San Antonio, Texas, for Mexican border duty, where Herron assumed duties as regimental adjutant until 13 May 1911. From 1 June 1911 until 1 August 1912, he functioned as inspector-instructor of the Organized Militia of Indiana, Indianapolis. He then transferred to the

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\* By 1906, approximately the top half of the class of the School of the Line stood eligible for the second year course in the Army War College. The Army Staff College remained the core of Leavenworth training.

23d Infantry at Fort Benjamin Harrison, located at Indianapolis, Indiana, where he served from December 1912 to February 1913.

While assigned at Fort Benjamin Harrison, Herron met Louise Milligan of Indianapolis, a graduate of Bryn Mawr College, and the daughter of another Crawfordsville, Indiana, family. The two married on 12 November 1912. They had two children, a son and daughter, both of whom followed their parents' path, at West Point and Bryn Mawr, respectively. Herron served briefly at Fort Benjamin Harrison, Indiana, and then went to Texas City, Texas, for further border duty. He commanded a company at the post until 1 December 1914.

From Texas, Herron transferred to the Panama Canal Zone on 2 January 1915, just months after the Panama Canal opened on 15 August 1914. He acted as the regimental adjutant for the 10th Infantry, Camp E.S. Otis, on 26 April 1915 and remained in the position until 30 April 1916. The Commander of United States Troops, Canal Zone, Brigadier General Clarence R. Edwards, noted of Captain Herron: "An excellent soldier. A man of character, fearless and dependable." Herron assumed command of the Machine Gun Company, 10th Infantry on 1 May 1916 and led the unit until 11 March 1917.

He received a promotion to major on 1 July 1916. Shortly thereafter, Herron went on detached service as an instructor to Major General Leonard Wood's Citizen's Training Camp at Plattsburgh, New York. He performed duties there from 5 July 1916 to 28 November 1916. This camp, which trained 16,000 men, served as the first training camp established under the National Defense Act of 1916. This training gave increased publicity to national preparedness and the concept of citizens' universal military obligation. It also resulted in hundreds of men trained at the camp joining the new Officers' Reserve Corps and ROTC. In a letter to Major Herron, dated 28 September 1916, General Wood stated, "Your performance of duty added greatly to the success of the camps."

Just before the United States entered World War I, Herron transferred to the Field Artillery Corps on 13 January 1917, and the Army recomputed his date of branch affiliation from 2 November 1906. On 1 April 1917, he assumed command of a battalion of the 3d Field Artillery at Laredo, Texas. The unit trained in Texas. After the nation entered the war, Herron advanced to the rank of lieutenant colonel on 15 May 1917.

He left Laredo on 20 May 1917 for the east coast, where he initially commanded the field artillery section of the Fort Myer, Virginia, training camp for field artillery officers. While commanding the battalion and camp, he quickly received promotion to colonel in the National Army on 5 August 1917. At that time, he relinquished command of his artillery battalion and assumed command of the 12th Field Artillery Battalion on 6 August. On 23 August, he subsequently assumed command of the 313th Field Artillery Battalion at Camp Lee, Virginia. The 313th Field Artillery supported the 80th Infantry Division during the war from 1917 to 1918.

In Chaumont, France, Herron assumed duties on 21 July 1918 in the Operations Section of General Pershing's General Staff, General Headquarters and remained on the staff until 9 September. While assigned to the staff, Herron once again worked with George Marshall.

During the St. Mihiel Offensive, Herron became the deputy chief of staff of the 1st Infantry Division, serving from 9 September to 18 September 1918. From 18 September to 26 December 1918, he functioned as chief of staff of the 78th Infantry Division, which participated in the Meuse-Argonne Operations from 10 October to 5 November 1918. Herron received the Distinguished Service Medal for "exceptionally meritorious and distinguished service as chief of staff of the 78th Infantry Division." At the end of the war, the Army listed Herron in the select "Initial General Staff List," from which the Army made a vast majority of important assignments for several years to come.

Following the war, Herron returned to the United States in January 1919, and accepted a brief assignment at the War Plans Branch, War Plans Division, War Department General Staff, from 19 January to 15 August 1919. On 15 August, he joined the first postwar class of the Army War College, graduating on 29 June 1920. While attending the college, as part of the postwar downsize, Herron received a reduction to the rank of lieutenant colonel on 31 August 1919 in the Regular Army.

Once again, from 1 July 1920 to 15 September 1921, Herron served on the War Department General Staff in Washington. In 1920, he wrote the first General Staff manual for the War Department. He assumed duties as the executive officer for the Personnel Division of the War Department General Staff on 16 September 1921 and remained in that position until 16 August 1923. Herron received a promotion to colonel on 16 December 1921.

Following his tour of duty at the War Department General Staff, Herron went to Fort Sill, Oklahoma, where he attended the Field Artillery School Advanced Course from 10 September 1923 to 12 June 1924, when he graduated. He took a follow-on assignment as a commander of troops with the 1st Field Artillery at Fort Sill that extended from 7 October 1924 to 11 May 1927.

From Fort Sill, Herron went to Manila, Philippine Islands. From 7 July 1927 until early 1928, he served as the chief of staff to Philippine Department Commanding General Fred W. Sladen. He functioned as chief of staff to Philippine Department Commanding General William Lassiter from April to October 1928, and chief of staff to Douglas MacArthur, working in that position from late 1928 to 23 August 1929.

Upon his return from the Philippines, Herron assumed command of the 3d Field Artillery, Fort Sheridan, Illinois, on 5 December 1929. He remained in command until 1 May 1930, upon which date the regimental headquarters inactivated.

Colonel Herron took office as the executive for reserve affairs, assigned to the General Staff of the War Department on 1 July 1930, serving under Army Chiefs of Staff Charles P. Summerall and Douglas MacArthur. An aide arrived at the chief of staff's office who later played a major role in the future—Dwight D. Eisenhower.

On 1 October 1934, Herron obtained his first star. His tenure as the executive for reserve affairs lasted until 30 June 1935. He became the commander of the 6th Field Artillery Brigade, Headquarters, VI Corps Area at Chicago, Illinois, on 16 August 1935 and remained in that position until 8 September 1937. While Herron commanded the VI Corps Area, he encountered George Marshall--this time while General Marshall served on duty with the Illinois National Guard. The Army promoted Herron to major general on 14 March 1937. The same year he earned a doctor of law degree from Wabash College.

After his tour in Chicago, Herron transferred back to the Pacific to become the commander of the Hawaiian Division, with headquarters at Schofield Barracks, Territory of Hawaii, on 7 October 1937. On 17 March 1938, he left the Hawaiian Division and assumed command of the Hawaiian Department at Fort Shafter.

Upon assumption of this new assignment, Herron faced the task of responding to the War Department's growing distrust of the Japanese-American population in Hawaii. A number of Hawaii's civil and political leaders convinced Herron that the Army pursued an outdated policy in the territory toward the Japanese population, one based on Washington's complete unfamiliarity with the local conditions. He recognized that Japanese-Americans in Hawaii felt deep divisions between younger American-born leaders, many of them educated at the University of Hawaii and participants in the ROTC program, and Japanese-born parents with loyalties to their homeland. He proposed assigning Nisei reservist officers to regular combat units in wartime and establishing a multi-ethnic reserve infantry regiment. He believed that integration of Nisei reserve officers served to integrate Hawaiians, especially Japanese, into the Organized Reserve.

As the Hawaiian Department commander, Herron concluded that Hawaiian Americans of Japanese ancestry stood "loyal to the soil and not to the blood" and reliable as any other American in the event of Japanese attack. His daughter, Louise ("Jimmie") Herron Ripple, accompanied her father to many of the island plantations, which primarily employed Japanese-American workers, and observed his conversations with the plantation managers. By these regular visits and his observations, Herron reached opinions on Japanese-American loyalty. By a slight majority, officers of the Army General Staff opposed assignment of Japanese-American officers to positions in the regular units based on anticipated white soldiers' negative reaction. Most agreed with Herron's support of a multi-ethnic infantry regiment.



Major General Herron (in dress white uniform) as commanding general, Hawaiian Department, with (left to right): Major General William H. Wilson, former commanding general, Hawaiian Division; Governor Joseph B. Poindexter, of Territory of Hawaii; and a general officer believed to be Major General James A. Woodruff, commanding general, Hawaiian Division., taken 10 March 1939, Schofield Barracks. (US Army Museum of Hawaii)

Herron recognized weaknesses in the military defenses of Hawaii. A year before the Japanese attack on Pearl Harbor, he warned that carriers would approach at night, launching their planes to strike the naval base at dawn, in an attempt to destroy the US air forces. He expressed concern about the weaknesses of Hawaiian air and artillery defense against a surprise attack. He also argued for a long-range reconnaissance patrol and an efficient early warning communications system. While Army Chief of Staff George C. Marshall concurred with his recommendations, the Army worked to implement the defensive plans throughout 1941.

In testimony before Congress following the Japanese attack on Pearl Harbor, Herron strongly recommended against mass internment or relocation. His efforts and basic orders set

down later precluded the internment of Japanese-Americans of Hawaii in detention camps as those in the continental United States. Herron served as commander of the Hawaiian Department until 7 February 1941. During his tenure, he received a promotion to lieutenant general on 31 July 1940.



Major General Herron (in dress white uniform) as commanding general, Hawaiian Department, with (left to right): a general believed to be Major General James A. Woodruff, commanding general, Hawaiian Division; Governor Joseph B. Poindexter, of Territory of Hawaii; and Major General William H. Wilson, former commanding general, Hawaiian Division, taken 10 March 1939, Schofield Barracks. (US Army Museum of Hawaii)

Lieutenant General Herron returned to the United States and retired on 31 March 1941. With the upcoming war, however, the Army recalled him to active duty, and he worked under General Marshall at the War Department General Staff from 26 September 1941 until his second retirement in 18 December 1946. As a member of the secretary of war's Personnel Board during World War II, Herron initially received a charge with recommending general officers for the

Army's war expansion. Later, the War Department tasked the board with control of the initial rank and subsequent promotion of the thousands of officers commissioned from civilian life for staff assignments. Herron, later detached from the board, helped establish an evaluation system for the promotion and reduction in grade of the approximately 1,500 general officers for implementation at the end of World War II. Following the war, General Herron sat as a member of the board of senior officers who submitted the basic recommendations for permanent promotions and for the reductions in grade that would result upon the reduction of the size of the Army.

Upon the joint recommendation of Generals George C. Marshall and Dwight D. Eisenhower, Herron received the Distinguished Service Medal for "exceptionally meritorious and distinguished service in a position of great responsibility as special assistant to the chief of staff, displaying original and clear thinking in the solution of difficult and serious personnel problems."

Upon retiring again in 1946, Herron and his wife, Louise, settled in Bethesda, Maryland, where they grew fine roses and azaleas and entertained a steady flow of friends, neighbors, and family. Both of the Herrons greatly enjoyed riding horses and belonged to the Fort Sill Hunt, the Winnetka Hunt, the Washington Riding and Hunt Club, and the Potomac Club.

Herron took an active part in a successful popular movement to widen the political participation in his county. The Edgemoor Citizens' Association elected him twice as president, and he served four years on the Montgomery County Court of Tax Appeals. An avid photographer, he compiled a remarkable record of personnel and events that occurred during his military career. Part of this photograph collection is currently at the US Army Military History Institute, Carlisle Barracks, Pennsylvania.

Herron frequently contributed to military journals, writing about many technical subjects. His contributions to magazines in his later years concerned practical methods of classifying officers according to efficiency. Herron once reflected that, even in retirement, his old friend, President Dwight Eisenhower, called upon his services. When the president asked Herron to come to Washington to help him out, the general replied that he would, "only if I can wear civvies." The president replied, "Come in your pajamas if you want, but come!"

In 1966, the Herrons relocated to Hawaii, near their daughter. They lived at the Arcadia Retirement Home in Honolulu. Herron's genuine affection for Hawaii prompted him, many years before, to testify in favor of Hawaiian statehood before a House of Representatives committee. He remained active in his retirement years, walking daily and following a morning regimen of sit-ups. Herron also took an interest in the stock market. He loved to read and maintained a collection of books on the American Civil War.



General Herron (right) with General George C. Marshall (left), Hawaiian Islands, March 1940. (Courtesy of the George C. Marshall Foundation)

In terms of character and leadership, Herron greatly adored General George Marshall. Herron's daughter, Louise, recalled that he possessed a very calm, organized and even-handed personality. He had a straightforward and forceful personality, but did not have a bad temper. Herron belonged to Beta Theta Pi and the Army and Navy Club. He authored the *War Department General Staff Manual, 1923*. Herron died in Honolulu, Hawaii on 23 April 1977 at the age of 100, after which his family interred his remains in Oak Hill Cemetery, a family cemetery at Crawfordsville, Indiana.

**Awards and Decorations:** Distinguished Service Medal with Oak Leaf Cluster; Spanish War Service Medal; Philippine Campaign Medal; Mexican Border Service Medal; World War I Victory Medal; American Defense Service Medal; American Campaign Medal; World War II Victory Medal; Officer Legion of Honor (France); and La Solidaridad 2d Class (Panama).

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Brigadier General Edwin S. Hartshorn. Photo taken during his tenure as executive for reserve affairs. (US Army photo)

**Brigadier General Edwin Simpson Hartshorn, Sr.**  
**Executive for Reserve Affairs**  
**1 July 1935 – 15 September 1938**

Edwin S. Hartshorn, Sr., born on 13 November 1874 to Edwin Alonzo Hartshorn and Sara Loretta Huey, grew up in Troy, New York. His father served as a volunteer officer in the Civil War. From 1889 to 1893, Edwin Hartshorn attended school at Hudson River Institute, a semi-military high school and junior college in Claverack, New York. During his first year, noted journalist and author Stephen Crane went to school with him. At the time of his graduation from Hudson River in 1893, Hartshorn served as the cadet major of the Cadet Battalion.

As a young man, Hartshorn worked five years for the Cable Flax Mills. Two of those years, 1897 and 1898, he managed the New York salesroom. The company had, in addition to its factory, its principal salesroom located in Troy, with branch offices in New York City and San Francisco. During his experience at the flax mills, the future Army officer developed a knowledge of the manufacture of flax, hemp, and jute twine.

Hartshorn initially entered the service with the fashionable 7th Regiment of New York City. He received a commission as a first lieutenant in the 201st New York Volunteer Infantry on 16 July 1898. While a member of that regiment, the Army assigned Hartshorn at New York City and Camp Black, Hempstead, New York, until 9 September 1898. At that time, the regiment moved to Camp Meade, Pennsylvania, remaining there until 15 November 1898. The unit finally moved to Greenville, South Carolina, and on 3 January 1899, while the 201st performed duties there, Hartshorn advanced to the rank of captain. As a regimental officer, he acted as the regimental commissary, exchange officer, and a battalion adjutant. The 201st served at Greenville until mustered out of service on 3 April 1899.

On 13 July 1899, Hartshorn again entered the Army as a first lieutenant, this time with the 27th Infantry US Volunteers. He remained with his unit at Camp Meade, Pennsylvania, until 20 July 1899. He performed recruiting duty in New York City until 1 August 1899, when he rejoined the unit at Camp Meade. He sailed for the Philippines on 21 September 1899 and then participated in the Philippine Insurrection at the engagements of San Mateo on 16 September 1900 and Pinauran on 22 November 1900. During his tour of duty, he assumed the position of adjutant for 1st Battalion, 27th Infantry US Volunteers. Following his participation in the Philippine Insurrection, Hartshorn returned to the United States, arriving at San Francisco, California, on 13 March 1901. The Army mustered him out of service again on 1 April 1901.

Hartshorn accepted a commission as second lieutenant of Infantry in the Regular US Army on 9 July 1901, and he received a date of rank of 2 February 1901. He joined the 14th

Infantry. He was at Fort Porter, Buffalo, New York, from 30 July 1901 to 12 February 1903. While at Fort Porter, he served as the post quartermaster and commissary. Hartshorn carried out a number of additional duties. He became the post treasurer and librarian, as well as the exchange officer in June 1902. He also functioned as the acting adjutant, ordnance, and signal officer of Fort Porter, and the recruiting officer in June. The young officer kept even busier with the additional duty as the athletics officer. Hartshorn received a promotion to first lieutenant on 11 November 1901.

In late February 1903, he returned to the Philippine Islands and was stationed at Camp Connell, Samar, until 5 January 1905. During this tour of duty, Hartshorn befriended two other lieutenants stationed in the Philippines: Douglas MacArthur, under whom he later served briefly as the executive for reserve affairs when MacArthur served as chief of staff of the US Army; and Charles Herron, whom he later succeeded as executive for reserve affairs. Hartshorn assumed command of Company L, 14th Infantry, in January 1904, and then acted as the judge advocate of general courts-martial at Camp Connell in October 1903. From January to March, he performed duties at Camp Taft, Samar. During his tour, Hartshorn fought in the Pulajan Insurrection in the Philippines in 1904.

Hartshorn reported to Vancouver Barracks, Washington, in April 1905 and remained there until January 1908, when he once again transferred back to the Philippine Islands. From April to June 1906, he volunteered, along with many troops and officers, to respond to the 1906 earthquake and fire disaster in San Francisco. He also performed duties as the ordnance officer at Vancouver and had charge of the gymnasium.

Lieutenant Hartshorn arrived at Camp Downes, Leyte, Philippine Islands in February 1908 and remained there until 15 November 1909. While stationed there, he married Sallie Jamison Kirtland, of the famous Carter family of Virginia, on 16 May 1908. They had two children, one of whom became a career Army officer and general officer.

Hartshorn took an assignment at Fort William H. Harrison, near Helena, Montana, in late February 1910, and remained there until 28 July 1912. During this tour, Hartshorn received a promotion on 11 March 1911 to captain. He worked as the post ordnance, engineer, and signal officer throughout most of his tour of duty at Fort William H. Harrison. He also served as company commander of Company E, 14th Infantry.

In August 1912, Hartshorn went from Montana to the Army School of the Line, Fort Leavenworth, Kansas. He finished the school as an honor graduate on 14 July 1913, standing number 5 in a class of 22. He stayed at Fort Leavenworth following his graduation and entered the Army Staff College, graduating from that school on 28 April 1914.

Hartshorn joined the 3d Infantry at Madison Barracks, located near Sacketts Harbor, New York, in May 1914, and served there until 2 August 1915. In September, he moved to Fort



Captain Hartshorn, while assigned to the 14th Infantry Regiment, circa 1911. (Courtesy of Mr. Ed Davenport)



Captain Hartshorn and his wife, Manila, the Philippines, March 1917. (Courtesy of Mr. Ed Davenport)

Shafter, near Honolulu, Territory of Hawaii, and received an assignment to the 2d Infantry. He assumed duties as post and regimental adjutant, as well as the regimental librarian. As he completed his tour, he received a promotion to major on 5 August 1917. That same day, Hartshorn also advanced to the rank of lieutenant colonel (temporary).

With the United States already involved and expanding its efforts in World War I, the War Department reassigned Hartshorn to the Training Branch at the General Staff in Washington, DC. He went to France on detached service as a student with the General Staff College of the Army Schools of the American Expeditionary Forces, from 19 November 1917 to 29 March 1918. During his assignment, he saw service at the front with the headquarters of the British 55th Division and the American First Army.

The Army promoted him to major on 29 January 1918. Hartshorn continued to serve at the British Front until March of that year, when, due to the demand for officers with battle experience, he returned to the United States and the War Department. Upon his return to the United States, Hartshorn received a promotion to colonel of Infantry, US Army on 7 August 1918. With his experiences in Europe, the General Staff assigned him as the chief of the Coordination Section. He directed the Coordination Section until 27 October 1920, when the War Department detailed him as the director of sales in the Office of the Assistant Secretary of War. In this position, the War Department gave him responsibility for the disposal of hundreds of millions of dollars worth of surplus war property acquired by the Army during World War I. While assigned to the War Department, Hartshorn received an honorable discharge from his emergency appointment, reverting to the rank of major on 30 June 1920. He accepted a promotion to lieutenant colonel the next day. He remained in his position as director of sales until 5 January 1922.

The Army detailed him to the Field Artillery on 21 November 1921. He completed the Field Artillery School, Camp Bragg, North Carolina, on 19 June 1922, and then went on temporary duty in the Office of the Inspector General, Washington, DC, and at Camp Meade, Maryland, until July 1922. He enrolled in the Army War College, Washington, DC, graduating from the school on 1 July 1923. Hartshorn remained with the Field Artillery until 20 November 1925.

In July 1923, while detailed to the Field Artillery, he received an assignment to the 5th Field Artillery at Fort Bragg, North Carolina. He served with the unit until 10 June 1924. While at Fort Bragg, he also acted as the post plans and training officer and the executive for summer training camps. From 19 January to 10 June 1924, he directed preparation and mobilization plans and annexes at Fort Bragg.

He returned to the General Staff in August 1924, and assumed duties as assistant to the secretary of war, Washington, DC. He received a promotion to colonel on 10 March 1928. The



Colonel Edwin S. Hartshorn about the time he assumed duties as executive for reserve affairs, 1935. (Courtesy of Reserve Officers Association)

Army appointed him as the secretary of the General Staff on 28 March 1925, and he continued in that position until 30 June 1928. Hartshorn left the War Department in June 1928.

He assumed command of Fort Slocum, New York, and the Overseas Recruit Depot collocated at Fort Slocum in August 1928. The post, located on David's Island, trained soldiers approximately two miles south of New Rochelle. Hartshorn remained in command until 18 July 1930.

Hartshorn, while on temporary duty, acted as commander of the 30th Infantry at the Presidio of San Francisco, California, from 4 August to 3 November 1930. Upon completion of those duties, he worked as the chief of staff for the IX Corps Area, from 4 November 1930 to 3 November 1934. The IX Corps Area, headquartered at the Presidio, consisted of the states of California, Nevada, Utah, Wyoming, Idaho, Oregon, Washington, and Montana. In his role as chief of staff, Hartshorn worked for General Malin Craig, whom he again served under when the latter became chief of staff, US Army, in October 1935. Upon leaving command of the IX Corps Area, Hartshorn assumed command of the 7th Infantry at Vancouver Barracks, Washington, and remained there until 24 April 1935.

On 1 July 1935, Colonel Hartshorn took office as the executive for reserve affairs at the War Department, Washington, DC. While serving as the executive, he received his first star on 26 December 1935. During his tenure, Congress passed legislation intended to improve conditions respecting benefits to reserve officers killed or incapacitated while on active duty service. In 1936, Congress passed an authorization for placing 1,350 Air Reserve officers on extended active duty for periods of up to five years. Hartshorn remained in the position of executive for reserve affairs until 15 September 1938. He retired from active duty on 30 November 1938.

Hartshorn took a deep interest in family history and spent a lot of time researching his genealogy. He compiled several genealogies and served as an active member of the Sons of Cincinnatus, a lineage society for descendants of Revolutionary War officers. Hartshorn also maintained memberships in the 7th Regiment National Guard of New York Veterans Association, the Society of Foreign Wars, the Military Order of Carabao,<sup>\*</sup> Order of Founders and Patriots, the American Society of Colonial Wars, and the Sons of the American Revolution. He belonged to the Army and Navy Club of Washington. Hartshorn lived in Washington, DC, and North Redington Beach, Florida for several years before he died. He died in St. Petersburg, Florida on 10 March 1963.

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<sup>\*</sup> The Military Order of Carabao membership is open to veterans who served in the Philippine Islands between 1 May 1898 and 4 July 1913, and 6 December 1941 and 4 July 1946.

**Awards and Decorations:** Distinguished Service Medal; Spanish War Service Medal; Philippine Campaign Medal; World War I Victory Medal; State of New York Cross Conspicuous Service Medal; and Polonia Resituta (3d Class) (Poland).

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Brigadier General Charles F. Thompson, circa June 1940 (US Army Signal Corps)

**Brigadier General Charles Fullington Thompson**  
**Executive for Reserve Affairs**  
**16 September 1938 – 9 June 1940**

Charles F. Thompson served as the chief of the Reserve Section, then part of the G-2 Section in the War Department, from 12 June 1923 to 1 July 1923. (See above section on Major Charles Fullington Thompson, page 25 for his early career.) Following his tenure as the first chief, he continued to work on the War Department General Staff until 30 June 1924.

He went to the Command and General Staff School from 20 August 1924 to 19 June 1925, when he graduated as a Distinguished Graduate. Major Thompson was at Fort Eustis, Virginia, summer camp from 30 June 1925 to 30 July 1925. From 15 August 1925 to August 1926, he attended the Army War College, graduating on 14 August.

Thompson returned to his former position as chief of the Press Branch, Military Intelligence Division, G-2, War Department General Staff on 20 August 1926, serving there until 30 June 1929. While in that assignment, he received promotion to lieutenant colonel of Infantry on 14 August 1928.

On 15 July 1929, Thompson accepted a position as executive officer of the 30th Infantry Regiment, then located at the Presidio of San Francisco, California. He also functioned as the post executive officer. He assumed command of the regiment and post in September 1930, but returned to his former duties as the regimental and post executive officer in January 1931. He remained in this assignment until 10 September 1931.

Thompson went to the Philippine Islands in October 1931, where the Philippine Islands Department, Manila, assigned him as the assistant chief of staff on 31 October. Thompson served there until 14 May 1934, when he returned to the United States. Upon his arrival, he initially received assignment to the Organized Reserve, IX Corps Area, located at the Presidio of San Francisco, California. He remained in this assignment until September 1934. He then taught cadets as the professor of military science and tactics at Oregon State Agricultural College (now Oregon State College), Corvallis, Oregon, from 15 September 1934 to 22 April 1936. While at Oregon State, he advanced in rank to colonel on 1 August 1935.

Thompson transferred to Fort Snelling, Minnesota, where he commanded the 3d Infantry Regiment (“Old Guard”). He led the regiment from 25 April 1936 to 21 January 1937. Following this command, he assumed duties as the assistant commandant of the Infantry School, Fort Benning, Georgia, on 1 February 1937. He held this position until 16 June 1938.



Credit: National Park Service, GGNRA

Lieutenant Colonel Thompson, 30th Infantry Regiment executive officer and post executive officer, the Presidio of San Francisco, California, 1931. (Courtesy of Golden Gate National Recreation)



Lieutenant Colonel Thompson as professor of military science and tactics Oregon State Agricultural College, circa 1934. (Courtesy of Oregon State University Archives)

Colonel Thompson as the assistant commandant of the Infantry School, Fort Benning, Georgia, circa 1937-38. (US Army photo. Courtesy of Fort Benning Public Affairs Office)



Major General Charles F. Thompson. Photo taken in the 1940s. (US Army photo. Courtesy of Fort Stewart Museum)

Thompson accepted an assignment to the Office of the Chief of Staff, US Army, Washington, DC, on 18 June 1938. He received his first star on 1 September 1938 and continued to serve the chief of staff until 15 September. He took office as the executive for reserve affairs on 16 September 1938, serving until 9 June 1940.

Following his tenure as the executive for reserve affairs, Thompson transferred to Fort Lewis, Washington, where he assumed command of the 3d Infantry Division on 1 July 1940. He received promotion to major general in the Army of the United States on 1 October 1940. One month later, Lieutenant Colonel Dwight Eisenhower joined the division as his chief of staff, a position he fulfilled under Thompson for several months. Thompson left the command on 17 July 1941, when reassigned as the commanding general of I Army Corps in Columbia, South Carolina, on 1 August 1941. He served at Columbia until 24 June 1942.

From 25 June to 18 October 1942, Thompson accepted the command of the Infantry Replacement Training Center at Camp Croft, near Spartanburg, South Carolina. The Army activated Camp Croft nearly one and a half years before he arrived at the post. From the opening of Camp Croft until its deactivation in 1946, more than 200,000 troops passed through for training.

On 24 October 1942, Thompson assumed duties as the commanding general of Islands Command, then located in the Fiji Islands. He remained in that assignment until 9 May 1944. While in the islands, he took responsibility for integrating the Army Ground Forces, Air Forces, and Service Forces with the activities of the Naval Service and those of the host nation. He supervised all administrative matters and oversaw the training and reconstitution of Army divisions. He also functioned as the primary liaison officer with the British resident commissioner.

Thompson then completed a short tour with the Operations Division, General Staff from 14 May to 19 June 1944. A few days later, on 22 June the Army assigned him as the deputy commanding general of Second Army, at Memphis, Tennessee. He served in this position until 5 September 1944.

Thompson's next assignment took him to the nation's capital, where he assumed command of the Military District of Washington on 6 September 1944. He continued in his position until 14 July 1945, when he moved to oversee the Detachment of Patients at Walter Reed General Hospital, Washington, DC.

General Thompson retired from active duty on 30 November 1945. During his career, he served 10 years overseas, 18 years with troops, 14 years on high staffs, 2 years as a student, and 7 years on faculties. He belonged to the Chevy Chase Club (Maryland) and the Army-Navy Club (Washington, DC). One of his relatives, Paul Ryan, recalled that the general was tall, thin, and ramrod straight, even in old age, and that he possessed an imposing military figure. He and

his wife enjoyed playing bridge and often played with Dwight and Mamie Eisenhower. Thompson lived in the Kenneday-Warren Apartments, Washington, DC, following his retirement. He died on 15 June 1954, after which his family interred his remains in Arlington National Cemetery.

**Awards and Decorations:** Distinguished Service Medal with Oak Leaf Cluster; Mexican Service Medal; World War I Victory Medal; American Defense Service Medal; American Campaign Medal; Asiatic-Pacific Campaign Medal; World War II Victory Medal; Companion Military Division, Most Honourable Order of the Bath (Britain); Chavalier Legion of Honor (France).

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Brigadier General John H. Hester, circa 1937-40. (US Army Signal Corps)

**Brigadier General John Hutchison Hester**  
**Executive for Reserve Affairs**  
**21 June 1940 – 23 March 1941**

John H. Hester, born in Albany, Georgia, on 11 September 1886 to John Temple Hester and Lily Hutchison, came from a prominent south Georgia family. His father, a native of Wilkes County, Georgia, served as a captain in General Robert E. Lee's Confederate Army of Northern Virginia during the Civil War. Captain John T. Hester first signed up with the Albany Guards (Company E, 4th Regiment, Georgia Volunteers), a unit that left Albany for the war on 26 April 1861. He then joined the 61st Georgia Infantry Regiment, which saw action in a number of engagements. General Hester's father received wounds at one of the battles of the Wilderness. During the siege of Petersburg, Virginia, Union forces captured him as a prisoner of war. He remained a prisoner for three months after the war ended in April 1865 for his refusal to take the Oath of Allegiance to the Union. He later served as an Albany city councilman, a state legislator, and a tax collector.

John H. Hester studied at the University of Georgia from 1903 to 1904 where he joined the Alpha Tau Omega fraternity. He received an appointment to the US Military Academy on 16 June 1904 and attended there from 1904 to 1908. Cadet Hester graduated 74th in a class of 108. He accepted a commission as second lieutenant on 14 February 1908. Hester had a life-long commitment to the Infantry. One of his sons, also commissioned in the Infantry, related that when he once asked his father for advice about transferring to a technical branch of the Army, his father quietly told him, "Son, the Infantry is the 'Queen of Battles.'"

From 14 May to 20 November 1908, Hester served briefly at Chickamauga Park, Georgia; Columbus, Mississippi; and Greensboro, North Carolina. From 20 November 1908 to 30 April 1909, he engaged in progressive military map-making. For his first permanent duty assignment, Hester returned to his native Georgia, where the Army assigned him to the 17th Infantry at Fort McPherson on 30 April 1909. While assigned to the post, he met Leila Richardson of Atlanta, the daughter of Henry Richardson, one-time editor of *The Atlanta Journal*. Hester and Leila married on 30 March 1910. The couple later had two sons. He remained at Fort McPherson until October 1913.

During his assignment at Fort McPherson, Hester went from 16 April to 20 May 1913 to Helena, Arkansas; Vicksburg, Mississippi; Natchez, Mississippi; and New Orleans, Louisiana, for flood relief work.



Cadet John Hester in 1908. (Courtesy of the US Military Academy)

In October 1913, Hester accepted an assignment to the 24th Infantry and went overseas. Stationed two years in the Philippine Islands, from December 1913 to December 1915, he completed an assignment to the 24th Infantry Regiment at Camps McGrath and Eldridge. While stationed there, he accepted a promotion to first lieutenant on 18 September 1914. He served as the Camp Eldridge post adjutant for three months. He joined the 27th Infantry Regiment in September and returned to the United States for duty.

Hester first saw field duty in March 1916 with General Pershing's Punitive Expedition in Mexico, joining the 16th Infantry at Palomas, Mexico. He participated in the expedition until August 1916. He then reported to the Georgia Military College, Milledgeville, Georgia, where he performed duties as the professor of military science and tactics until 3 June 1917. While at Georgia Military College, Hester advanced to the rank of captain on 15 May 1917.

During World War I, Hester received orders to the 51st Infantry Regiment, then stationed at Chickamauga Park, Georgia, where he served until April 1918. While assigned to the 51st Infantry, he received a temporary promotion to major on 26 January 1918. In April, Hester joined the 53d Infantry Regiment at Camp Wadsworth, Spartanburg, South Carolina, and was assigned to the unit until June 1918, when he transferred to the War Plans Division of the War Department General Staff in Washington, DC. Hester quickly received promotion to lieutenant colonel (temporary) of Infantry on 21 September 1918.

Hester went to France in June 1919 and served with the 330th Service Battalion. In September 1919, he took command of the Pontanézen Casual Depot, assigned to Base Section 5, Brest. The Pontanézen camp was the largest American camp in France and was a rest center for troops debarking or embarking at Brest. He remained there until 21 November 1919. Following this short period of service, he returned to the United States and received assignment to the Quartermaster Corps from 24 November 1919 to 30 June 1920.

Hester acted as the camp supply officer at Camp Wadsworth, South Carolina. He remained at Camp Wadsworth until February 1920, when he went to Fort Benning, Georgia. While at Fort Benning, Hester reverted to his Regular Army rank of captain on 6 March 1920. His permanent promotion to major followed on 1 July 1920. Hester continued supply officer duties until June 1920. That year he enrolled in the Infantry Advanced Course, also at Fort Benning, and graduated in June 1921.

Hester took the position of assistant to the senior instructor at the ROTC Camp and Citizens' Military Training Camp at Fort Logan, Colorado. After serving there for a few weeks, he enrolled as a student officer at the School of the Line, Fort Leavenworth, Kansas. In June 1922, he graduated as an honor graduate of the school. During that summer, Hester again



General Hester (far right) with other commanders in the Pacific Theater of Operations. (left to right) Brigadier General Leonard F. Wing, Rear Admiral Theodore Wilkinson, and Rear Admiral Richard K. Turner, taken in 1943. (US Army Photo)

performed duties as an instructor, this time at the Reserve Officers Camp at Camp Meade, Maryland.

He returned to Fort Leavenworth, where he attended the General Staff School from 1922 to June 1923. Following his graduation from this course, Hester returned to Washington, DC, where he accepted a position as the chief of War Plans and Organization Section in the Office of the Chief of Infantry from July 1923 to August 1926. In 1926, he entered the Army War College, Washington, DC, as a student, graduating in the summer of 1927.

Hester returned to Fort McPherson, Georgia, where he commanded the 2d Battalion, 22d Infantry Regiment from September 1927 to August 1928. During the summer of 1928, the Army assigned him to training citizens, this time as the camp commander of the Citizens' Military Training Camp at Camp McClellan, Alabama. Then he received orders to Fort Lewis, Washington, where he served from 27 September 1928 to 30 June 1929 with the General Staff Corps of the 3d Infantry Division. During this short assignment, Hester performed duties as assistant chief of staff, G-2 and G-3 of the division.

He accepted an appointment as professor of military science and tactics at the University of Minnesota, Minneapolis, Minnesota, on 11 September 1929, training cadets there until 11 September 1933. His superior officer, Colonel T.S. Moorman, noted of him, "I consider this officer one of the most efficient officers in the United States Army, with the ability to perform any command or staff duty assigned to him." While assigned there, he received promotion on 1 June 1932 to lieutenant colonel.

From October 1933 to 19 December 1935, Hester served in San Juan, Puerto Rico as executive officer of the 65th Infantry. The Army promoted him to colonel on 1 March 1937. Hester returned to the United States and became the chief, Mobilization Branch, Operations and Training Division of the War Department General Staff in Washington, DC, on 28 March 1936. He remained in that assignment until 30 June 1939. His superiors considered him a painstaking thinker, "capable of grasping a problem in great detail." During his leadership in the Mobilization Branch, he developed a protective mobilization plan that Congress and the Army quickly accepted. He assumed command of the 1st Infantry Division, Fort Francis E. Warren, Wyoming, in August 1939. He commanded the 1st Infantry there and then at Camp Jackson, South Carolina until June 1940.

Colonel Hester took office as the executive for reserve affairs on 21 June 1940, serving until 23 March 1941. During his tenure, the War Department assigned responsibilities for ROTC affairs to the office. The War Department subsequently redesignated the office as the Executive for Reserve and ROTC Affairs in October 1940. The Army promoted Hester on 25 September 1940 to brigadier general (temporary). Just over one month later, on 1 November 1940, he received a permanent promotion to brigadier general.

In March 1941, as America moved closer to entering World War II, Hester assumed command of Camp Wheeler Infantry Replacement Center, Macon, Georgia. On 8 October 1941, he accepted the position of commanding general of the 43d Infantry Division, a New England National Guard unit, several months after its federalization. The Army organized the unit at Camp Blanding, Florida, a post located south of Jacksonville and near Starke. In the



Major General John Hester holding a staff conference on Rendova Beach, New Georgia Islands. Left to right: Captain Woodruff, aide to General Hester; Lieutenant Colonel Watson, G-3; General Hester; Brigadier General Harold R. Barker, division artillery commander; and Major Rousseau, assistant G-3, taken in 1943. (US Army photo)

spring of 1941, the 43d completed a thirteen-week training program, culminating in field maneuvers. The division remained below its authorized personnel strength level following this training. Replacements came from Camp Wheeler, where they trained under Hester's leadership. As Hester took command of the division, the unit returned from the Louisiana Maneuvers of 1941. In November, he led the division through another month of successful maneuvers in the Carolinas, particularly in the area of Fort Lawn, Chester County, South Carolina. The unit also trained at Camp Shelby, Mississippi. He directed the division's conversion into the new

triangular division organization in February 1942. He received his second star in the Army of the United States on 14 February 1942.

From 1941 to 1943, he commanded the 43d Infantry Division. In October 1942, he accompanied the unit to the South Pacific Theater Area. He led the task force and the division landings on Russell Islands and New Georgia Islands in the Pacific Theater of Operations. These actions earned him the Legion of Merit. Due to the severe conditions of the Pacific islands, Hester contracted ill health, which forced him to return to the United States where the Army hospitalized him from August to October 1943. As his health improved, he eventually took a stateside command.

From October 1943 to 1944, Hester acted as the commanding general of the Tank Destroyer Center, Camp Hood, Texas. He assumed command of the Infantry Replacement Training Center at Camp Croft, near Spartanburg, South Carolina, on 26 June 1944. The same year, Hester received an honorary doctor of law degree from Mercer College, Georgia. He gave the baccalaureate address at the university commencement held on 22 June 1944. For his meritorious service at Camp Croft, Hester received the Legion of Merit with Oak Leaf Cluster. His superior officers described him as an original thinker and a calm, courteous, affable, conscientious, and loyal officer.

In September 1945, Hester went to Birmingham, Alabama, to assume command of Headquarters, Replacement and School Command. He retired for physical disability on 28 February 1946. Following his retirement, Hester lived in Atlanta, Georgia, although he and his wife, Leila, lived in several homes in Georgia and Florida before settling. He enjoyed collecting photos of houses he and Leila lived in during their sixty-six years as a couple. Hester belonged to Alpha Tau Omega. He died in an Atlanta hospital on 11 February 1976 at the age of 89 years following a period of failing health, after which his family interred his remains in Arlington National Cemetery.

**Awards and Decorations:** Legion of Merit (with one Oak Leaf Cluster); American Defense Service Medal; American Campaign Medal; Asiatic-Pacific Campaign Medal; World War II Victory Medal; and Decoration of Al Merito (Chile).

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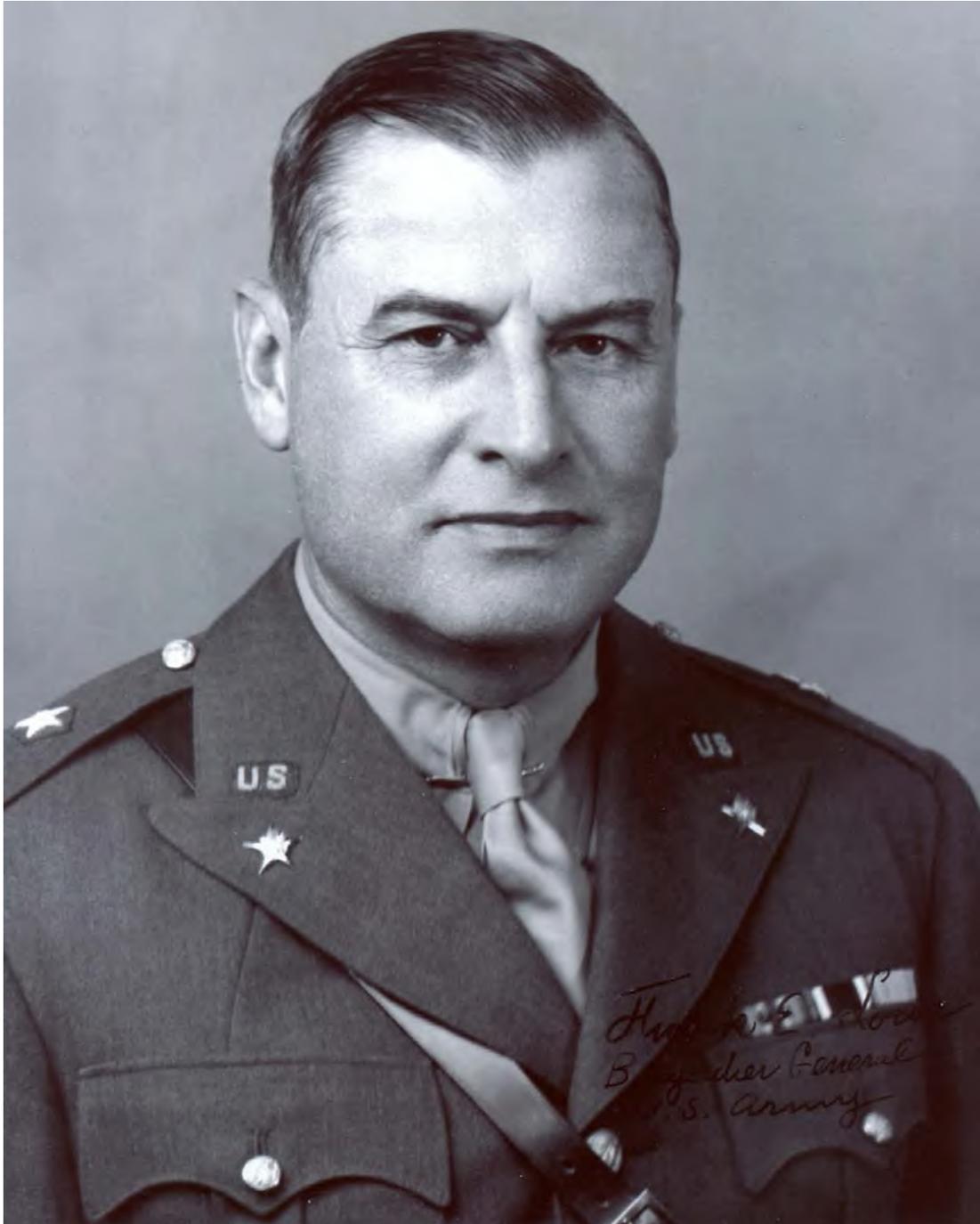
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Brigadier General Frank E. Lowe, circa 1941-42. (US Army Photo)

**Brigadier General Frank Edward Lowe**  
**Acting Executive for Reserve and ROTC Affairs**  
**24 March 1941 – 4 June 1941**  
**Executive for Reserve and ROTC Affairs**  
**5 June 1941 – 10 August 1942**

Frank E. Lowe, born in Springfield, Massachusetts, on 20 September 1885 to George Lowe and Mary Jackson, grew up in Massachusetts. He worked for the American Steel & Wire Company as a young man. He rose from water-boy to testing a 5,000 horsepower blooming mill engine. In 1904, he graduated from Worcester South High School. He attended Worcester Polytechnic Institute, Worcester, Massachusetts, and played on the football and baseball teams as a freshman and sophomore. He graduated from the institute in 1908 with a bachelor of science degree in mechanical engineering.

Frank Lowe married Rachel Lowell, an authority on botany, on 22 November 1911. From 1908 to 1917, he worked as a self-employed mining engineer consultant. From 1912 to 1915, he held a partnership in a construction business, Horne Lowe Construction Company, in Millbury and Worcester. His company constructed bridges, highways, and foundations. He then went to the southwestern United States and central Mexico to take up mining engineering in 1915 and remained there until the United States entered World War I. During this period, Lowe also was a consultant in mid-continent oil fields.

During World War I, he first served in the training battery of Captain Richard C. Burleson of the Regular Army. He enlisted in 1917 at Leon Springs Military Reservation, located twenty miles northwest of San Antonio, Texas. He quickly rose to battery first sergeant. From May to June 1917, he attended ROTC at Williams College, Williamson, Massachusetts. At the end of the Second Officers Training Camp at Camp Stanley, a Regular Army camp located at Leon Springs, he received a commission as captain of Field Artillery in the National Army on 27 November 1917.

The Army assigned Captain Lowe to Camp Travis, a permanent post located at Bolivar Point, Texas. He assumed command of Company B, 316th Ammunition Train at Camp Travis in November, holding that command until December. He then performed duties as instructor at Camp Stanley from January until April 1918, when ordered to Camp Jackson, South Carolina. Lowe took command of the 1st Battalion, 2d Brigade, Field Artillery Replacement Depot, at Camp Jackson. He later transferred from Camp Jackson to Camp Wadsworth, located just west of Spartanburg, South Carolina.



Major General Lowe examines "flash" range instruments with Marine Staff Sergeant Charles Kitching at the front lines in Korea, March 1951. Taken by Technical Sergeant Vance Jobe, US Army Illustration. (Courtesy of Corbis Photo)

Lowe received orders for overseas duty and sailed for France on 28 August 1918. He commanded the Park Battery of the III Corps Artillery Park, American Expeditionary Forces, in France and saw service in the Meuse-Argonne Offensive from 23 October to 11 November 1918. During his tour of duty in France, Lowe sustained two enemy poisonous gas attacks, but both times sustained only slight affects.

Following the war, Lowe returned from France on 9 June 1919 and received an honorable discharge on 17 June of the same year. He went back to civilian life and settled in Portland, Maine, where from 1921 until his retirement from business in 1938, he headed the Kennebee Wharf & Coal Company as president and general manager. The company distributed wholesale fuel. From 1924 to 1938, he also owned the Citizens' Coal Company, a retail fuel distributor.

On 7 August 1922, Lowe joined the Officers' Reserve Corps as a captain of Field Artillery. On 18 August 1923, the Army promoted him to major. He received a promotion to lieutenant colonel on 19 October 1929 and then to full colonel on 25 January 1938. As a captain, major, and lieutenant colonel, he served with the 303rd Field Artillery, 97th Infantry Division,

headquartered in Portland, Maine. As a colonel, he commanded that reserve unit. In 1934, the Reserve Officers Association elected Lowe as their president, a position he held until 1936. He remained active in the organization until his death.

Lowe received mobilization orders on 18 June 1940 at the beginning of the National Defense Program, the first reserve officer selected for entry on active duty. He assumed duties as assistant to the executive for reserve and ROTC affairs on 8 July 1940. He held this position until Brigadier General Edward W. Smith left the office of executive in March 1941. At that time, Lowe assumed duties of the acting executive for reserve and ROTC affairs. As the acting executive, Lowe briefly went to London in late April 1941 as an observer under the direction of General Raymond Lee, the military attaché at the American Embassy in London.

Colonel Lowe took office as the executive for reserve and ROTC affairs on 5 June 1941. The position proved an extremely challenging assignment, given the thousands of reserve officers called to active duty as the United States drew close to entering World War II. Soon after assuming his duties as executive, Lowe received a promotion to brigadier general on 16 July. Upon the reorganization of the War Department in March 1942, the executive's office moved from the chief of staff to the new Army Services Forces.

Lowe served as the executive until 10 August 1942, when he assumed duties in the Office of the Chief of Staff. In this assignment, he functioned as the executive officer assigned to the Special Committee of the Senate to Investigate the National Defense Program. In 1943, while assigned to this role, Senator Harry Truman, chairman of the committee, nominated Lowe for promotion to major general. Like Lowe, Senator Truman also served in World War I as a field artillery captain and joined the Organized Reserve Corps following the war. Lowe finally received orders for the promotion in the Army of the United States on 26 September 1945, with a date of rank from 7 September 1943. One of the nine men named to the president's Special Commission to the Philippines in April 1945, Lowe represented the executive branch as a member of the commission. He served as its executive officer under Senator Millard E. Tydings, who authored the Philippine Independence Act in 1934. General Lowe retired from active duty on 16 September 1946 to the Officers' Reserve Corps and settled in Harrison, Maine. As Lowe went back into the Organized Reserve Corps, the Army appointed him as a major general, Officers' Reserve Corps on 27 February 1947 and attached him unassigned to the 100th Organized Reserve Composite Group, Portland, Maine.

Lowe acted as President Harry Truman's "eyes and ears" in Korea during the Korean War. When the Korean War broke out in June 1950, Truman asked the 65-year-old general to come out of retirement to be his personal representative. He received a recall to active duty on 1 August 1950. Lowe reported to Truman on military operations, a task that frequently took him to the front lines.

During the United Nations push to the Yalu River in October 1950, reports placed Lowe among the first Americans to reach the Manchurian border. When the Chinese launched their offensive in November 1950, Lowe is reported to have urged correspondents out of the town of Taegu when it appeared that it would fall to the enemy, but told them, "I'm an old man; I'm sticking." Even during one of the battles for Seoul, the South Korean capitol, he and a marine colonel crawled through sharp street fighting and scaled a tower to establish an observation post.

Lowe admired MacArthur's strategy in Korea. He described the United Nations drive north of the 38th Parallel in the fall of 1950 as ". . . a masterpiece of strategy and of tactics, carried out by loyal, able subordinates in the field." For his bravery shown during his tour in Korea, Lowe received the Distinguished Service Cross on 10 April 1951. His citation read, in part:

Accepting personal hazards far beyond the requirements of his mission, he devoted long periods of time with the forward elements of our major units in combat in order that he might better observe and evaluate the battle efficiency of the United Nations Command. . . . [He] distinguished himself by extraordinary heroism in action against the enemy between August 19, 1950 and April 9, 1951.

General Douglas MacArthur bestowed the decoration on General Lowe as one of his last general orders before President Truman relieved him of his command in Korea. Lowe retired from active duty on 7 May 1951.

Lowe took a very active role in the Reserve Officers Association of the United States and the American Legion. He once served as the national vice-commander of the American Legion. He belonged to Phi Gamma Delta, Cumberland (Portland, Maine), and the Army and Navy Club (Washington, DC). Lowe possessed a passion for hunting and fishing and was fond of other sports. He lived in Harrison, Maine following his retirement, until his hospitalization in the Veterans Administration Hospital, Togus, Maine, at the age of 83. Lowe died on 27 December 1968, after which his family interred his remains in Hope Cemetery, Worcester, Massachusetts.

**Awards and Decorations:** Distinguished Service Cross; Air Medal; Army Commendation Medal; World War I Victory Medal with two bronze battle stars for Meuse-Argonne and Defensive Sector; Army of Occupation Germany Medal; American Defense Service Medal with Foreign Service Clasp; American Campaign Medal; Asiatic-Pacific Campaign Medal; European-African-Middle Eastern Campaign Medal; World War II Victory Medal; Philippine Liberation

Medal with one Bronze Star; Korean Service Medal; and Legion of Merit Taigut (Republic of Korea).

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Brigadier General Edward W. Smith, taken on 15 May 1944. (US Army Signal Corps)

**Brigadier General Edward White Smith**  
**Executive for Reserve and ROTC Affairs**  
**16 September 1942 – 14 October 1945**

Edward W. Smith, born on 16 January 1894 in Humboldt, Gibson County, Tennessee, to John Madden Smith and Jessie Earl Johnson, spent his first four years of life in Humboldt. His father sold life insurance policies in Memphis. At the age of four, Smith moved with his family to Memphis. He attended the public schools of both cities. Smith enrolled in a private school, the Memphis University School in 1909, graduating in 1913. He proved a superior student, and he subsequently attended the University of Virginia, enrolling in the academic and law program from 1913 to 1919. Actively involved with sports while at the university, he played on the football team and served as the captain of the baseball team. Smith reportedly possessed a real sense of humor as a young man. While still completing his legal education at the university, he obtained admission to the Tennessee bar in August 1916. He received his bachelor of law degree in 1919.

Upon finishing his education at the University of Virginia, Smith trained with the 7th Provisional Training Regiment at Fort McPherson, Georgia, from 11 May through 15 August 1917. The Army commissioned him as a first lieutenant in the Field Artillery, Officers' Reserve Corps, on 15 August 1917. He soon sailed to Liverpool, England that September. After he accepted his commission, Lieutenant Smith purchased his own issue of uniform, which included boots and saddle. His first active assignment took him overseas. After his arrival in France, he attended the American Expeditionary Forces Field Artillery School of Instruction, located at Saumur, France, from September to December 1917.

Following his completion of the Field Artillery School, the Army assigned Smith on 1 January 1918 to B Battery, 149th Field Artillery, then part of the 67th Field Artillery Brigade, 42d Infantry Division, American Expeditionary Force. He remained with that unit at the front in the Luneville Sector until 25 June 1918. Brigadier General Douglas MacArthur served as the chief of staff for this division, a unit known affectionately as the "Rainbow" Division.

Smith returned to the United States from France in July 1918, where he received an assignment to the 34th Field Artillery at Camp McClellan, Alabama. He served as the regimental adjutant and then the commanding officer of the 1st Battalion. While at Camp McClellan, he also taught at the Field Artillery Brigade Firing Center. On 25 September 1918, Smith advanced in rank to captain, Field Artillery, United States Army.



Captain Edward W. Smith, while in training at San Antonio, Texas, 1928. (Courtesy of the Reverend John Cutrer Smith)

After his release from active duty on 16 December 1918, Smith went into the Officers' Reserve Corps, serving with the 334th and the 336th Field Artillery Regiments from 1925 through 1937. The Army promoted him to major, Field Artillery, in the Officers' Reserve Corps on 25 March 1919. On 2 March 1929, he received a promotion to lieutenant colonel. Despite a limited number of training opportunities available for reservists during the 1920s and 1930s, he completed 14 to 18-day active duty training rotations for a number of those years. Smith practiced law with the firm of J. W. Canada in Memphis from 1919 to March 1922. He became the assistant city attorney in 1921, serving until 1922. At the urging of his father-in-law, Smith relocated to Clarksdale, Mississippi in March 1922.

In the early 1920s, Smith met Blanche Clark Cutrer at a debut party in Memphis. They married on 19 February 1921. Her father, one of the most influential criminal attorneys in the state of Mississippi, had a successful practice in Clarksdale. Interestingly, the Cutrer family often employed legendary blues musician, W. C. Handy, to do house parties for a week at a time. Blanche Cutrer Smith's maternal grandfather, John Clark, an antebellum plantation owner, established the city of Clarksdale, a Mississippi delta town, consisting primarily of middle class citizens and a large number of cotton plantations. The Smiths had two sons: Edward Cutrer Smith, a physicist, and the Reverend John Cutrer Smith, an Episcopal clergyman and pastoral counselor.

By 1922, the couple had settled in Clarksdale, where Smith joined his father-in-law's law firm and gained admission to the Mississippi bar in 1922. He remained with the firm in Clarksdale, styled Cutrer and Smith, until June 1932. Smith conscientiously took care of his wife when physical problems disabled her during their sons' childhood years.

Smith won election to the Mississippi state Senate in 1928, serving in that legislative body until 1931. He developed into a prominent attorney in Clarksdale and had memberships in the Mississippi, Tennessee, and American Bar Associations. He served as president of the Clarksdale Rotary Club from 1926 to 1927 and worked as a colonel on the staff of the governor of Mississippi. He opened his own law practice in 1932, which he maintained until 1937. In 1931, he acquired a plantation in Mississippi. The plantation, operated through a manager, produced cotton, corn, beans, peas, and hay, and had approximately 50 tenant families on the place. He owned this operation at least through 1942.

Smith remained active in military affairs and served as the national judge advocate for the Reserve Officers Association from 1935 to 1937. He also served as a post vice-commander of the American Legion. In 1938, he joined the 320th Field Artillery Regiment, serving with the unit until shortly before he received a call to active duty.

Smith accepted an appointment as general solicitor of the Southern Bell Telephone and Telegraph Company in Atlanta, Georgia, on 1 January 1938. He advanced in his civilian job to general counsel for the company in 1941. He lived in Atlanta until called to active duty for World War II. He remained very active in the Reserve Officers Association and served in various offices of the organization. He served twice as chapter president, department president, corps area president, and national judge advocate. He also completed three terms as chairman of the National Policies Committee. When ordered to active duty in 1942, Smith was then senior national vice president and chairman of the legislative committee of the association.

On 6 February 1942, Smith received orders to active duty during World War II. The Army assigned him to duties in the Office of Chief of Staff with the Secretary of the War Department General Staff. He progressed in rank to colonel and transferred to the General Staff Corps. Since he knew a number of people in Congress, the War Department assigned him to the newly created Legislative and Liaison Division of the War Department on 30 March 1942. He became the executive of the division. From 7 October 1942 to 23 April 1945, he served as deputy chief of the Legislative and Liaison Division. In his capacity with the division, he exercised broad authority in maintaining liaison with the Congress in the processing of War Department legislation. Smith's extensive legal background, together with his experience in legislative affairs, his executive ability, leadership, and tact all enabled him to process critical War Department legislation for prosecuting World War II through Congress.

On 19 June 1942, Smith received promotion to colonel in the Army of the United States. While serving with the Legislative and Liaison Division, Smith also became the executive for reserve and ROTC affairs on 16 September 1942. As executive, he oversaw the activation of thousands of Organized Reserve Corps members. One of the concerns he addressed during his tenure concerned the perceived unfair treatment of Organized Reservists relieved from active duty because of physical disability. Only a very small number of these reservists retired with pay under the Retirement Act. The War Department changed this discrepancy with a circular intended to make it easier to find “in line of duty” when judging disability. Smith received the opportunity to correct some of these unfair policies in 1944. From 1 September until 9 December 1944, he served as president of the secretary of war’s Disability Review Board. The War Department created the board to review the cases of officers retired or released from active duty without pay for physical disability following a decision of Army retirement boards. The secretary of war charged the Disability Review Board with ascertaining whether an applicant for review incurred his physical disability in line of duty. In certain cases, the board had authorization to reverse prior findings.

While serving as executive, Smith received his first star in the Army of the United States on 1 December 1942. While on active duty, General Smith made inspection trips to North Africa in 1943 and to the European and Mediterranean theaters in the spring of 1945.

One anecdote related by his son, John, concerned Smith’s trip to North Africa and told something of his character. The War Department required Smith to interview German officer prisoners of war there. One high-placed German officer, perhaps a general officer, stated that Smith could not interview him. When Smith inquired of the officer, “And why not?,” the reply was, “Because you are one of us.” Smith believed this remark represented the highest praise he could receive.

During his tenure as executive for reserve and ROTC affairs, Smith worked for Army Chief of Staff General George Marshall. He greatly respected and admired Marshall for his peculiar genius and gift for administration, his quick ability to assess situations, and to make sound decisions, and his inflexibility when it came to upholding principles.

At the time that General Smith assumed his duties as executive for reserve and ROTC affairs, many Americans held a wariness toward the War Department because of various actions necessitated by the war. Smith approached the problem directly, meeting with many land-grant university and college presidents, both in Washington and throughout the nation. He and members of his small staff attended conferences and conventions and produced a heavy volume of correspondence in strong efforts to dispel negative attitudes toward the War Department’s ROTC program.

Brigadier General Smith as vice president, Southern Bell Telephone and Telegraph Company, circa late 1950's. (Courtesy of Bell South)



Shortly after his promotion to brigadier general, the Army detailed Smith, in addition to his other duties, to be the War Department ex officio member of the National Defense Committee of the Chamber of Commerce of the United States. He remained on this committee until 16 October 1945.

Smith served in the position of executive until 14 October 1945. He left active duty on 16 October and returned to Atlanta, where he resumed his duties as general counsel for Southern Bell and Telegraph Company. Following his retirement from the Army, the US Congress approved a recommendation of President Harry Truman that Smith receive the temporary rank of major general in the Army of the United States. For his exceptionally distinguished service, General Marshall awarded him the Distinguished Service Medal when he retired.

In 1946, the Czechoslovakian government awarded Smith the Order of the White Lion. While on Marshall's staff in 1943, he functioned as military aide to President Edward Benes of

Czechoslovakia when the latter visited the United States in 1943. Smith visited the president in Prague following the restoration of the Czech government in 1945. Smith joined the General Staff Committee on National Guard and Reserve Policy in July 1946. Chosen the committee president, Smith oversaw the committee's efforts to strengthen the readiness of the National Guard and Organized Reserve Corps during the Korean War. The committee consisted of five Army Reserve general officers, five National Guard general officers, and five Regular Army officers, the latter representing each of the War Department's General Staff Divisions. Smith continued work on this committee until July 1950.

Upon returning to Southern Bell in 1945, Smith served as general counsel until the summer of 1951, when the company selected him as vice president and general counsel. Smith retired from Southern Bell and Telegraph Company in January 1959.

Smith resumed his career in the Organized Reserve Corps and Army Reserve following his retirement from active duty. From August 1947 to February 1950, he assumed duties as commanding general of the 108th Airborne Division (Organized Reserve). On 27 February 1947, the Army elevated Smith in rank to major general in the Organized Reserve Corps. With the reorganization of the reserve forces, he received an appointment as major general in the US Army Reserve in 1953, retiring from military service as a major general in 1954.

During his civilian career, Smith remained active in the American Bar Association, the Georgia State Bar Association, as well as the Bar of the United States Supreme Court, the United States Circuit Court of Appeals for the Fifth Circuit, the Federal Communications Commission, and the courts of Tennessee, Mississippi, and Georgia.

He belonged to the Stair Society and the American Judicature Society.\* He served as counsel of the Public Utility Law Section of the American Bar Association. As an Atlanta resident, Smith participated in the Capital City Club and the Peachtree Golf Club. He joined the Army and Navy Club in Washington, DC, and the Farmington Country Club in Charlottesville, Virginia. While he resided in Mississippi, Smith belonged to the Clarksdale Country Club, the Coahoma County Bar Association, and the Mississippi Bar Association. He maintained membership in the Delta Kappa Epsilon Fraternity, the American Legion, the Military Order of World Wars, and the Rotary Club of Clarksdale, Mississippi. He served on the National Defense Committee and actively involved himself with the Chamber of Commerce of the United States.

Smith's son, John, recalled his father as a very able man who selflessly left his legal profession to serve the country without "batting an eye." In terms of character, he possessed great leadership ability, poise, dignity, and authority. He did not express a bad temper, but had high standards and expected the same of his subordinates. Smith thought highly of General

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\* The American Judicature Society is an independent nonprofit organization of judges, lawyers, and other members of the public.

Marshall who greatly respected Smith. While Smith did not have many hobbies, as a young man he pursued interests in golf, hunting, and horseback riding.

After the death of his first wife in August 1962, Smith divided his time between Atlanta and Clarksdale, Mississippi. In 1963, he married Mrs. Nell Elland Siribling of the Clarksdale area. Smith moved back to Mississippi about six months before his death. He died in the Coahoma County Hospital, Clarksdale, on 3 September 1966, after which his family interred his remains with his first wife in the Grange Cemetery, Clarksdale.

**Awards and Decorations:** Distinguished Service Medal; Army Commendation Medal; World War I Victory Medal; American Campaign Medal; European-African-Middle Eastern Campaign Medal; World War II Victory Medal; Commemorative Medal (France); and Order of the White Lion (Czechoslovakia).

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Major General Edward S. Bres, 31 October 1946. (US Army Signal Corps)

**Brigadier General Edward Sedley Bres**  
**Executive for Reserve and ROTC Affairs**  
**15 October 1945 – 30 November 1947**

Edward S. Bres, born to Joseph Ray Bres and Sara Ella Hughes on 15 September 1888 in New Orleans, Louisiana, came from a well-known and wealthy New Orleans family. His father, a native of Caldwell Parish, Louisiana, and the son of a planter, attended Louisiana State University at Baton Rouge. The elder Bres moved to New Orleans with his parents just before the Civil War and became successful in the abstract business in New Orleans.

One of Edward Bres' brothers graduated from the United States Naval Academy in 1923. After Bres received his primary education in New Orleans private schools, he obtained admission to Tulane University, where he joined the varsity track team, Delta Kappa Epsilon, Theta Nu Epsilon, and Kappa Delta Phi fraternities. He played football and tennis. As a young man, Bres later established the first tennis club in New Orleans' Garden District. He received a bachelor of engineering in civil engineering degree from Tulane in 1910. Bres married Ann Elizabeth Todd on 7 September 1917. He and his wife, a musician, had two children: one son and one daughter.

Bres worked in engineering for most of his career, particularly in harbors, flood control, dredging, docks, and highway construction in New Orleans and throughout the state of Louisiana. Part of the engineering firm of Eustis & Bres from 1910 to 1917, the Dock Board, Board of State Engineers, Orleans Levee Board, and the city of New Orleans contracted him for his services.

Following the US entry into World War I, young Edward Bres enlisted in the Army. In May and June 1917, he attended Officers' Training Camp at Fort Logan Roots in North Little Rock, Arkansas. He accepted an appointment as a first lieutenant in the Corps of Engineers, Organized Reserve Corps, on 10 June 1917. Bres received orders to Fort Leavenworth, Kansas, on 1 July 1917. He learned to swim and ride a horse while stationed there. He served as a company engineer officer with the 114th Engineers, 39th Infantry Division, at Camp Beauregard, near Pineville, Louisiana, on 8 September 1917. Following further training, Bres sailed for France in July 1918, where he joined the Combat Engineer Regiment, I Army Corps, American Expeditionary Force, in the Meuse-Argonne Sector. He saw combat duty during the Meuse-Argonne Offensive. Because of his tour of duty, he did not see his first-born son until after the war. During his tour of duty, he received promotion to captain in the Regular Army on 2 August 1918. After his release from active duty, he completed various assignments with reserve units. The Army promoted Bres to major in the Organized Reserve Corps on 20 August 1919.



Edward Sedley Bres as a student at Tulane University, 1910.  
(Courtesy of C.P. Wright Special Collections, Tulane University Library)

Promotion to lieutenant colonel in the reserve quickly followed on 2 February 1923. From 1919 to 1926, Bres performed duties as a construction engineer and contractor. He worked for a time with the Orleans Levee Board and a private consulting engineering firm.

Bres served as president of the Louisiana Section of the American Society of Civil Engineers in 1925. From 1926 until many years later, the society's Aims and Activities Committee selected him as chairman. During this period, Bres received a promotion on 25

August 1927 to colonel in the Corps of Engineers Reserve. The Louisiana Engineering Society elected him to the board of directors in 1929, and he served many years thereafter. In 1934, the society chose him as vice president. During his term in this office, he actively developed the society.

Bres belonged to Scott & Bres construction and contracting engineers from 1926 to 1941. His engineering work primarily consisted of projects involving levees, docks and wharves, submarine pipelines, bridges, rivers and harbors, and highways. One of his major projects, the jetty at Galveston, Texas, is still in use today. In 1931, he earned a master of civil engineering degree.

Bres remained active in the Organized Reserve Corps, attending active duty training throughout the 1920s and 1930s. He performed duty at such places as: Camp McClellan, Alabama; Fort Bragg, North Carolina; Fort Benning, Georgia; and De Soto National Forest, Mississippi. In 1930, he commanded and organized officer personnel for the first Louisiana Citizens' Military Training Camp at Camp Beauregard, the same training camp where he trained during World War I. In 1930, Bres organized and assumed command of the 312th Engineer Combat Regiment, 87th Infantry Division (Organized Reserve), and served as the division engineer of the 87th.

From 1934 to 1935, Bres served on the IV Corps Area Council of the Reserve Officers Association. The IV Corps Area consisted of the states of North and South Carolina, Tennessee, Arkansas, Georgia, Florida, Alabama, Mississippi, and Louisiana. He assumed duties as chairman of the Louisiana Committee for Trade Recovery in 1932 and worked in this position until 1933. This committee prepared public works programs. Projects reported by the committee provided the basis for activities in Louisiana under the Emergency Relief Administration, Civil Works Administration, and the Public Works Administration. The projects provided work for thousands of unemployed citizens.

Bres actively participated in the Army and Navy Club. The New Orleans chapter elected him president in 1934. In 1935, he went to the National Rivers and Harbors Conference as a Louisiana delegate. The same year he sat as a board member of the Soil and Foundation Survey, New Orleans and vicinity. Bres took an interest in his alma mater and served on the Tulane Athletic Council from 1937 to 1940.

Bres belonged to the Reserve Officers Association and believed strongly in national military preparedness. Elected the president of the New Orleans Chapter of the Reserve Officers Association in 1930, the Louisiana Department of Reserve Officers Association chose him as their head in the early 1930s. In 1939, he became the national president of the Reserve Officers Association of the United States and served until 1940. Bres joined the Louisiana State Board of

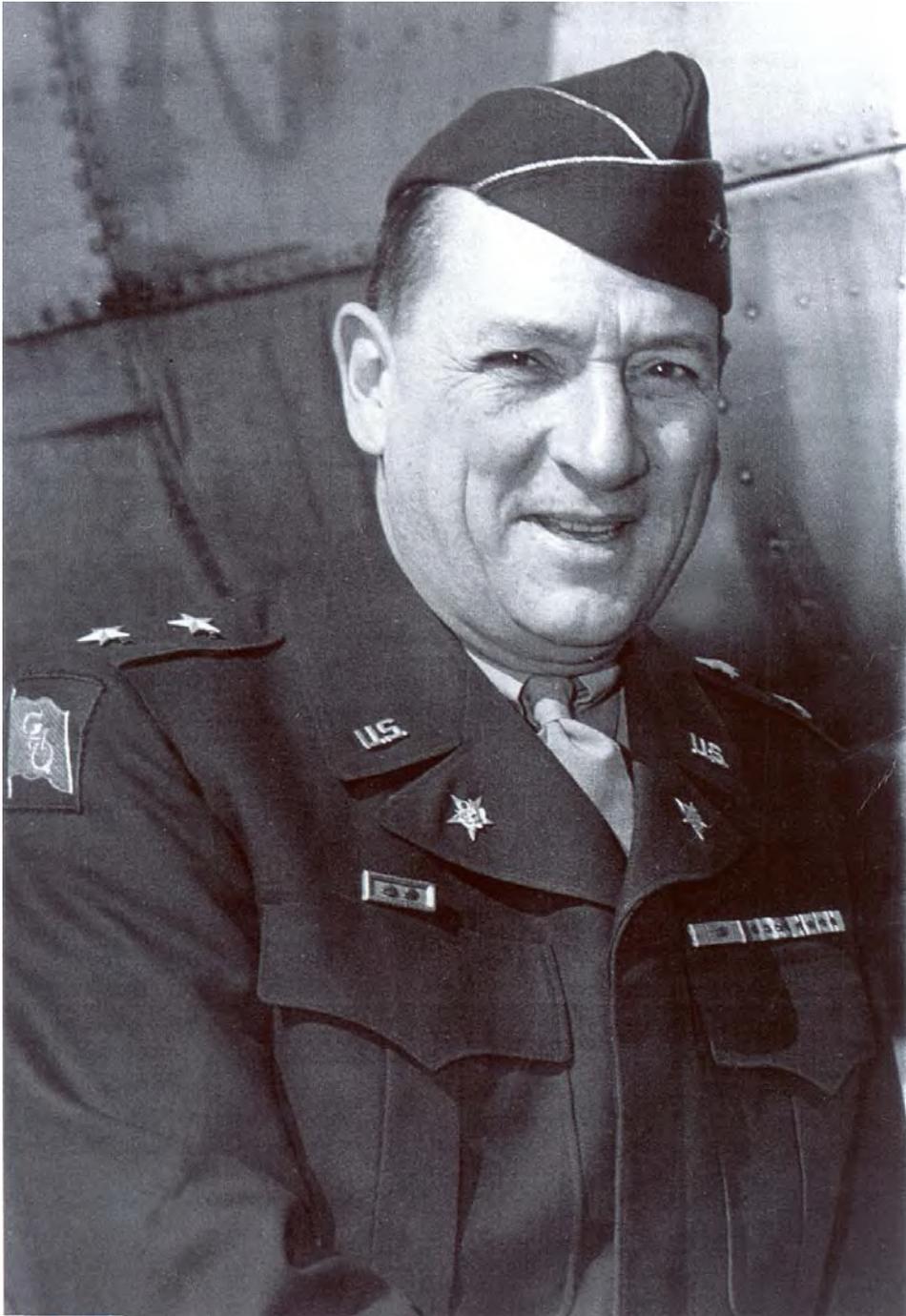
Engineering Examiners in 1941. He also served as the national director of the Society of American Military Engineers in 1941.

Bres reentered active duty in the Army in January 1941 and in April acted as a construction engineer for Zone 4, IV Corps Area, headquartered in Atlanta, Georgia. He served in that capacity until September 1941, when he transferred to California to oversee Army camp construction on the West Coast. Bres worked as the construction quartermaster at Camp Cooke, near Lompoc, California. He remained there until December 1941. He assumed duties in December 1941 as the district regional engineer of the Los Angeles Engineer District, at Santa Maria, California. Bres served in this position until February 1942.

In February 1942, he sailed for the Southwest Pacific, where he served as the chief of engineering staff in charge of design and construction and as the deputy chief engineer for the US Army Forces in Australia, Norfolk Island, and New Guinea, from 1942 to 1943. In this position, he worked for General Douglas MacArthur, whom he greatly admired. He constructed troop encampments and airfields throughout the Pacific Theater. Appointed the regulating officer for the Office of General Headquarters, Southwest Pacific Forces, at Fort Morresby, New Guinea, Bres oversaw construction from 1 December 1943 to March 1944. In March, he went on temporary duty to US Army Services of Supply Southwest Pacific as the commanding officer of Base 1, Northern Territory, Southwest Pacific Area for rehabilitation and reconstruction of Darwin Air Installations. That June, he represented the General Headquarters, Southwest Pacific Area, at the San Francisco port of embarkation. In January 1945, Bres accepted a post as the regulation officer for the Southwest Pacific Area Rear Echelon and returned to overseas duty in Australia. He served there until June 1945 and then went back to the United States in August. Bres received the Legion of Merit for his work with engineers and supply services during World War II in Australia.

Upon his return to the United States, he performed duties with the General Staff Corps in Washington from 1945 to 1950. In August 1945, the War Department appointed him as a member of the War Department General Staff Committee on National Guard and Reserve Policies in the Office, Chief of Staff. He received his first star in the Army of the United States on 5 September 1945.

General Bres succeeded to the Office of Executive for Reserve and ROTC Affairs on 15 October 1945, serving until 30 November 1947. In his capacity, he worked for Army Chief of Staff General Dwight D. Eisenhower. Responsible for establishing ROTC units at many colleges and universities throughout the United States, he also took a deep interest in the Junior ROTC program. He helped to establish such a program at a high school in his hometown of New Orleans. Bres received a promotion to major general in the Army of the United States on 13 July



Major General Edward S. Bres, circa 1947-50. (Courtesy of Mrs. Elizabeth Bres Robbins)

1946. From December 1947 to September 1950, he served as the membership secretary of the Army Personnel Board. Bres retired from the military in 1950 and established a consulting engineering firm in Washington, DC. He directed the Navy League of the United States in 1953.

In 1954, the District of Columbia Commission appointed Bres as a member of the Housing Revision Committee in Washington, DC. The commission tasked this committee with formulating a new housing code to avert slum conditions in the nation's capitol. He remained on the commission until 1955.

Bres lived at 388 Broadway, New Orleans, for many years following his retirement. In January 1963, President John F. Kennedy appointed him to the Battle of New Orleans Sesquicentennial Commission. The following March, President Lyndon B. Johnson named him the chairman of the group. The historical celebration culminated in a weeklong event in 1965 that also involved delegates from the British government. The mayor of New Orleans, Victor H. Schiro, cited Bres for his work as chairman.

General and Mrs. Bres eventually settled in Chevy Chase, Maryland, remaining there until their respective deaths. He received the Freedom Foundation Award for 1965. A life member and onetime national director of the American Society of Civil Engineers, Bres also distinguished himself as a onetime president of the Louisiana Section of the society. An honorary member and onetime president of the Louisiana Engineering Society, he belonged to the American Legion and the Tulane Alumni Association. Bres served as the secretary of the alumni association in 1915 and the president in 1941. He participated in the Society of the War of 1812 and the Military Order of the World War. Bres maintained interest in his fraternity, Delta Kappa Epsilon, and served as national honorary president in 1951. In addition, he kept memberships in Theta Nu Epsilon, Kappa Delta Phi, and Delta Tau Omega societies. He pursued an interest in the Scabbard and Blade, Boston (New Orleans Chapter), Army and Navy, Cosmos, and Post Mortem (Washington Chapter).

Bres possessed a friendly and outgoing character with a good sense of humor. He enjoyed parties and spending time with friends. His daughter, Elizabeth, recalled him as an easy-going man in personality, and that he never exhibited a quick temper. He took an interest in plants when he later moved to Chevy Chase. Bres loved to travel and in 1967 took a Congressional Secretaries Club of Capitol Hill tour of South America. While there, he died on 24 September 1967 in Bogotá, Colombia, following a heart attack, after which his family interred his remains in Arlington National Cemetery, Arlington, Virginia.

**Awards and Decorations:** Legion of Merit with Oak Leaf Cluster; World War I Victory Medal with three campaign stars; American Defense Medal; American Theater Medal; Asiatic-Pacific Campaign Medal with four campaign stars; and World War II Victory Medal;

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Brigadier General Wendell Westover, April 1948. (US Army Photo)

**Brigadier General Wendell Westover**  
**Executive for Reserve and ROTC Affairs**  
**1 December 1947 – 14 November 1949**

Wendell Westover, born on 29 August 1895 to Myron Francis Westover and Lucy (Lou) Edna Hamm, grew up in Schenectady, New York. His parents, originally from Iowa City, Iowa, relocated to New York before 1895. His father served as the first treasurer and secretary of General Electric Company and worked in the company complex at Schenectady. Wendell went to Schenectady High School, graduating in 1914. He excelled in math and developed a life-long passion for the subject. He enjoyed algebra so avidly that it later proved a source of frustration for his wife when her father-in-law sent his son an algebra puzzle for his birthday. Evidently, he buried himself in the process of solving the puzzle and became oblivious to his wife and everything else until he finished the task. While in high school, he played hockey and led the school team as captain. He also played baseball in high school. He actively participated in the Boy Scouts and achieved the position of troop leader.

Westover attended Cornell University, Ithaca, New York, from 1916 to 1918. He joined the Enlisted Reserve Corps, serving as a supply sergeant and first sergeant for two months in 1916. On 6 November 1916, he attended General Leonard Wood's camp at Plattsburgh, New York, and received a commission as a second lieutenant in the Officers' Reserve Corps. The Army activated Westover on 8 May 1917 and sent him to the Civilian Military Training Camp at Madison Barracks, located near Sacketts Harbor, New York, as a candidate for commissioning in the Regular Army. He successfully completed this training on 14 August and obtained an appointment as a provisional second lieutenant in the Regular Army on 25 October 1917. Westover received an assignment to the 48th Infantry, Syracuse, New York, on 15 August as a platoon leader.

On 8 September 1917, he transferred to Company A, 5th Machine Gun Battalion, part of the 2d Infantry Division, American Expeditionary Force. His battalion trained at Gettysburg, Pennsylvania, and then moved to Camp Merritt, at Hoboken, New Jersey. The unit arrived in Liverpool on 8 January 1918. Westover functioned as supply officer and reconnaissance officer. Soon after his arrival in France, he wrote his parents in a letter dated 10 March 1918, ". . . Rifle fire doesn't bother me now. . . in attacks. I've perfect confidence in my gunners, at close quarters. I've confidence in my .45. . . and if I get it, -c'est la guerre. It will have been the best thing I've ever done and no man could ask for a better death that to die in uniform by his men for the Stars and Stripes. . . ."



Wendell Westover as a boy. (Courtesy of Wendell Westover, II)

On 14 June 1918, Westover advanced to the rank of provisional first lieutenant,<sup>\*</sup> with a date of rank of 25 October 1917. On 14 August 1918, he transferred to Company B, 4th Machine Gun Battalion. His promotion to temporary captain followed on 28 September 1918. According to a newspaper obituary that reported Westover's death many years later, he served as the youngest captain in World War I—23 years old at the time of his promotion. During his 20 months in France, Westover fought at Verdun, the Marne, Chateau-Thierry, Soissons, and the Marbache Sector.

While commanding Company B, Westover saw action at Saint Mihiel, Blanc Mont Ridge, Champagne, Meuse-Argonne, and the March to the Rhine. On 6 October 1918, the French awarded him the Croix de Guerre with Palm. During the battle of Blanc Mont Ridge, he

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<sup>\*</sup> A temporary rank accorded during wartime.

led an attack in conjunction with the US 23d Infantry Regiment. He received a citation for advancing ahead of his company under violent artillery and machine gun fire to reconnoiter personally positions for his company's machine guns and to direct their fire. Westover wrote in a letter, penned at the time of the battle, stating his unit broke through a seven-mile system of trenches. He noted, "It is not an easy task, but when confidence is bred of victory nothing can halt us." The French also awarded Westover the L'Ordre de L'Armee for distinguished and exceptional gallantry at Blanc Mont on 8 October 1918.

Westover, a casualty of an enemy mustard gas attack at some point in the war, spent his recovery at a French chateau. While there, he met his future mother-in-law, who directed troop hospitality and entertainment. He spent March and April 1919 in Base Hospital 99. Following his recovery, he embarked for the United States on 11 May 1919. He resigned his provisional commission on 11 July 1919. Westover's experiences led him to write the book, *Suicide Battalions*, which G.P. Putnam published in 1927. He spent much time in Paris and Switzerland with his first wife researching and writing this book. The book, although described as a fiction novel about an American officer serving in World War I, provided a largely autobiographical look at Westover's time in the war.

Upon leaving active duty, Westover returned to the Organized Reserve Corps. The Army established his date of rank as captain in the Organized Reserve Corps effective 19 September 1918. He advanced in rank to major on 7 October 1919. In December 1921, Westover received an assignment as the regimental machine gun officer of the 389th Infantry Regiment, part of the 98th Infantry Division (Organized Reserve).

The Army reappointed Westover as a major of Infantry, Organized Reserve Corps, on 4 October 1924. He continued to serve with the 389th Infantry and participated in annual training, then sporadically distributed in the Organized Reserve Corps, at camps such as Fort Ontario and Fort Niagara, New York. From 1929 to 1935, he commanded a battalion in the 389th Infantry. Westover received a promotion to lieutenant colonel on 25 March 1930.

In August 1933, Westover conducted annual training as the commander of the 1st Battalion, 307th Infantry, at Camp Dix, New Jersey. In July 1935 and August 1936, he participated in training at Plattsburgh Barracks, New York, and Camp Dix, as the executive officer of the 389th Infantry Regiment. In January 1937, he accepted the position of inspector general of the 98th Infantry Division (Organized Reserve).

In civilian life, Westover first worked for the advertising department of General Electric Company. In 1918, he rose to the position of manager of the New York Branch of Continental Rubber Works. Primarily involved with sales management, he served in that position until 1922. In 1927, he joined the Ludlum Steel Company as advertising manager. He assumed duties as president of Westover-Wolfe, Service, Inc., on 1 August 1931. The company, an air

conditioning business, later changed its name to Westover-Wolfe Contracting Company, Inc. While Westover remained busy as a company executive, he also worked from 1932 to 1940 as an instructor for air conditioning technical schools and sales training schools. He directed the Monitor Equipment Corporation, responsible for the sale of fuel oil and wholesale heating equipment.

While at Camp Hood, Colonel Westover took time to look up the woman at the French chateau where he spent his recovery during World War I. Married at this time, she lived in nearby Temple. She introduced Westover to her daughter, Gwen Childers, and the two married on 27 June 1945. They had one daughter and one son.

The Army recalled Westover to active duty at Fort George D. Meade, Maryland, on 13 February 1942. Promoted to colonel on 21 September 1942, he attended the Command and General Staff School, Fort Leavenworth, Kansas, from 30 November 1942 until 30 January 1943. In July 1943, the Army assigned him as the assistant chief of staff, G-2, at the Tank Destroyer Center, Camp Hood, Texas. In March 1944, Westover became the chief of the Organization, Doctrine and Training Section, Camp Hood. He became the chief of staff of the Tank Destroyer Center in September 1944. While assigned to the Tank Destroyer Center, Westover designed the famous shoulder patch for the Tank Destroyer Forces, depicting a black panther destroying an enemy tank in its jaws.

He returned to civilian life on 2 August 1945. Following the war, the Army established his date of rank as a colonel effective 21 October 1947. On 12 November of that year, he took office as executive for reserve and ROTC affairs. He received promotion to brigadier general on 24 January 1948 and served as the executive until November 1949. General Westover retired, and the Army placed him on the Army of the United States retired list in the grade of brigadier general on 31 May 1956. Following his retirement, he and his wife lived at Loudon Heights, Loudonville, New York.

Westover's son, Wendell Westover II, remembered his father as fairly soft-spoken, but very determined and direct in his communication and expectations of those around him. He admired intelligence, wit, and devotion to the completion of tasks. The leaders he admired included President Theodore Roosevelt, General John J. Pershing, and his World War I battalion commander and later commandant of Fort Hood, Texas, General A.D. Bruce. Westover possessed a quick sense of humor and he loved to surprise his friends with a practical joke.

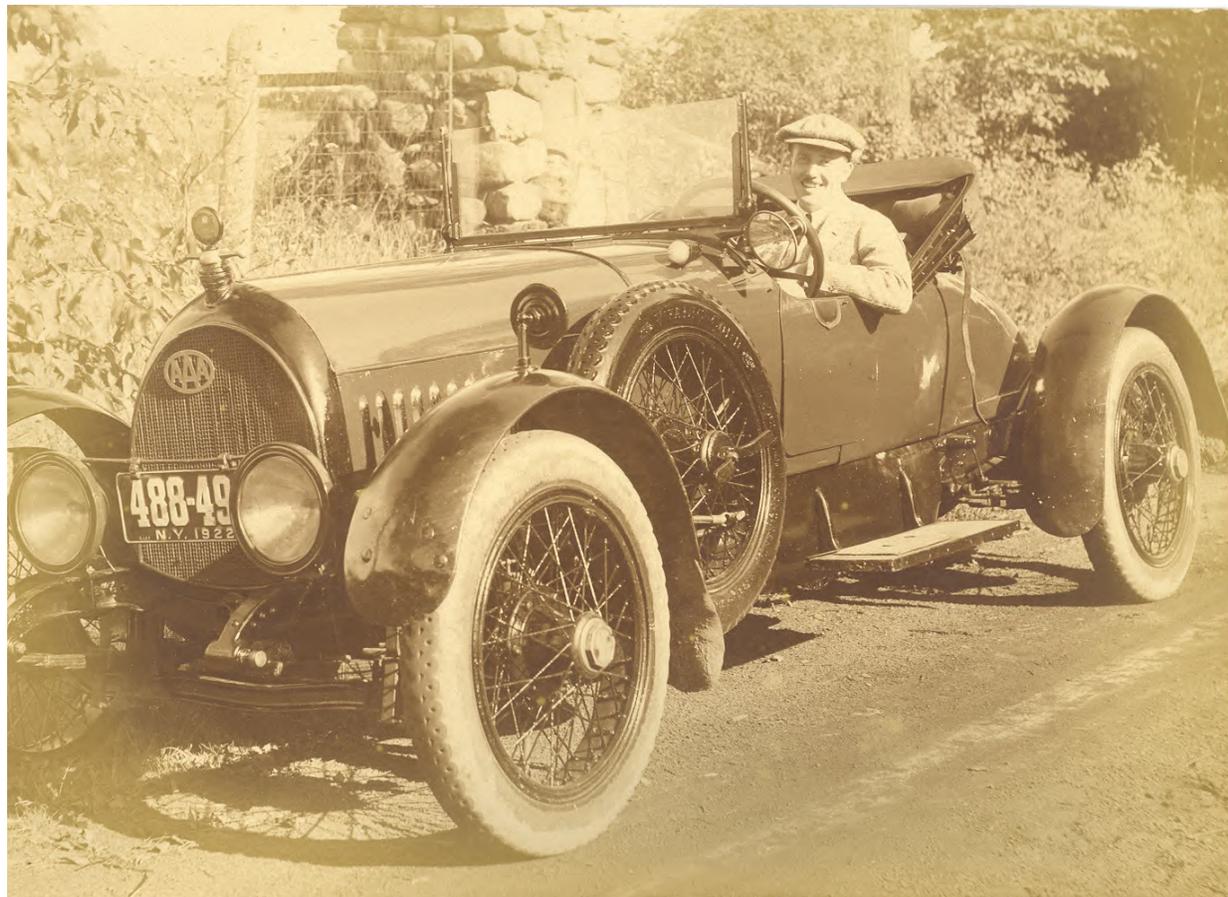
He took great interest in both still and movie photography. He particularly loved photographing nature. Westover's passion for photography started as a boy at the age of 13. His other hobbies were golf, aviation, drafting, sailing, racing, and advanced skiing. At one time, he taught skiing at Lake Placid, New York. He loved the water and especially sailing.



Second Lieutenant Westover's American Expeditionary Forces identity card and photo, 1918. (Courtesy of Wendell Westover, II)

Captain Wendell Westover, while assigned to the 4th Machine Gun Battalion, part of the 2d Division, taken in 1918. (Courtesy of Wendell Westover, II)





Wendell Westover enjoys a ride in his auto, 1922. (Courtesy of Wendell Westover, II)



Colonel Westover, while serving on the staff of the Tank Destroyer Center, Camp Hood, Texas, circa 1944-45. The shoulder patch he wore is the one he designed for the Tank Destroyer Forces. (Courtesy of Wendell Westover, II)



General of the Army Dwight D. Eisenhower, Army chief of staff, promoting Colonel Westover, executive for reserve and ROTC affairs to the rank of brigadier general. Photo taken at the Pentagon, 24 January 1948. (US Army Signal Corps photo, courtesy of Wendell Westover, II)



Brigadier General Wendell Westover at the 1948 Reserve Officers Association convention, Denver, Colorado. (Courtesy of Wendell Westover, II)



Wendell Westover as a civilian. (Courtesy of Wendell Westover, II)

From the 1920s, he maintained a home on Lake George, New York, in the Catskill Mountains. As the commodore of the Lake George Yacht Club, he organized the sailing regattas. He raced his Long Island racing sloop extensively. His son fondly recalled that during a race, he reverted to "being a general again," ordering his crew, consisting of his wife and visitors, around the boat with a determination and directness.

Westover spoke before many Rotary and Kiwanis Clubs. He belonged to the Reserve Officers Association, serving as the president of the New York Department from 1941 to 1946. He also served as a member of the Executive Committee and onetime chaired the association's Fourth Dimensional Warfare Committee. The Reserve Officers Association elected Westover to its Minute Man Hall of Fame in 1961. He joined the Military Order of World Wars, the American Legion, and the Army & Navy Club of Washington, DC. He kept memberships in the American Society of Heating and Ventilating Engineers, the Albany Chamber of Commerce, and Chi Psi. Westover died on 25 September 1960 at his summer home in Lake George, New York, after which his family interred his remains in Vale Cemetery, Schenectady, New York.

**Awards and Decorations:** Silver Star; Army Commendation Medal with Oak Leaf Cluster; World War I Victory Medal with four campaign stars for Marne, Chateau-Thierry, Champagne, Meuse-Argonne; Army of Occupation Germany Medal; World War II Defense Medal; Croix de Guerre with Palms (France); and Fourragère\* (France).

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\* Under French regulations, an organization twice decorated with a Croix de Guerre with Palm received, upon issuance of orders by the French Ministry of War, a fourragère, a braided and knotted cord. The French issued this award in the green and red colors of the Croix de Guerre.

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Major General James Bell Cress, 4 January 1950. (US Army Photo)

**Major General James Bell Cress**  
**Executive for Reserve and ROTC Affairs**  
**1 January 1950 – 31 January 1951**

James B. Cress, born 28 December 1889 to Brigadier General George Oscar Cress (US Army), who came from Illinois, and Dora Dean, a native of Ironton, Ohio, first lived in Galesburg, Illinois. As the son of an Army officer, Jim Cress grew up in many parts of the country. The Cress family lived in places such as Fort Sill, Oklahoma; the Dakotas; Walla Walla, Washington; and the Philippines. At one point in his father's career, he served with the 7th Cavalry Regiment. His father also served in World War I.

The young Jim Cress attended Junction City High School, Junction City, Kansas, and then the Michigan Military Academy, graduating in 1906. He enrolled in the University of Michigan School of Engineering and graduated in 1910 with a bachelor of science degree. About that time, he attended a West Point reunion with his father and subsequently applied for an appointment. He entered the United States Military Academy on 1 March 1910 on an appointment from President Taft. Selected as the first captain of the Corps of Cadets, Cress wore the star of a distinguished cadet for all four of his years at the academy. He excelled at horsemanship and performed very well at swordsmanship. He played on the basketball squad for the last of his three years at West Point. He also played on the polo squad. Cadet Cress edited the 1914 *Howitzer*, the academy yearbook. He graduated number 2 in his class of 107 on 12 June 1914, and obtained a commission in the Corps of Engineers, the branch of his choice.

Cress received an assignment to Company F, 2d Battalion of Engineers at Vancouver Barracks, Washington, in September 1914. In March 1915, he assumed duties connected with the Land Defense Project at Fort Casey, Washington. Captain Richard C. Moore, the young officer's superior, observed that Lieutenant Cress possessed excellent judgment in instructing, drilling, and handling enlisted troops. In September 1915, he went to the Engineer School at Washington Barracks, DC (now Fort McNair). While attending the school, he also served as a military social aide at the White House during the administration of President Woodrow Wilson. On 28 February 1915, Cress advanced in rank to first lieutenant and then graduated from the Engineer School in September 1916.

When Cress' assignment to Vancouver Barracks was posted in the *Army Navy Journal*, Brigadier General Hiram Martin Chittenden,\* Corps of Engineers, US Army retired, and a West Point classmate of Cress' father, read the notice and contacted him. Upon ascertaining a family

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\* General Chittenden laid out the road system in Yellowstone National Park.

Captain Cress, taken circa 1917.  
(Courtesy of Mrs. Cathlyn Cress Rhoads)



Captain Cress received at the War  
Department on 13 December 1917.  
(US Army Photo)



Lieutenant Colonel Cress, 24 May 1919. (US Army Photo)

connection between the younger Cress and his former classmate, General Chittenden invited the young Cress to his home in nearby Seattle. When Cress accepted the invitation, he met the general's daughter, Eleanor. They married on 14 September 1916.

Cress served a tour of duty as an engineer company officer with Company F, 1st Engineers at Fort Sam Houston, Texas, and on the Mexican Border, from January to May 1917. The Army promoted Cress to captain on 15 May 1917. Earlier on 13 May 1917, he assumed duties as the adjutant of the 18th Engineer Railway Regiment, initially at San Francisco, California. Two months later, he went to Camp Lewis, Washington, for training. In August, the 18th Engineer Railway Regiment deployed to France, via England. One of the first engineer units to arrive in France, it accomplished the mission of improving and expanding the port and rail facilities at Bordeaux critical to the American Expeditionary Force. Cress received a promotion to temporary major on 5 August 1917. He acted as assistant to the deputy chief of engineers, American Expeditionary Force, at Chaumont en Bassigny, France, in December 1917.

He moved with the headquarters in May 1918 to Tours. He moved to Chaumont again in August, and from there he returned to the United States. On 24 September 1918, Cress advanced in rank to lieutenant colonel.

Toward the end of World War I, Cress served in the Supply Division, Office Chief of Engineers, where he was responsible for purchasing military equipment and supplies. He served in this assignment from September 1918 to October 1919. In November 1919, the Army reassigned him as the assistant to the district engineer at Detroit, Michigan.

With the end of the war came cutbacks in the American armed forces, in both the enlisted and officer ranks. Officers holding temporary rank reverted to their permanent grades. For the West Point class of 1914, this meant going back to the grade of captain in December 1919. Feeling ambitious and confident of his ability, Cress resigned his Regular Army commission on 13 March 1920 and sought a place in the business world.

Although no longer a Regular Army officer, Cress kept his military affiliation. On 1 May 1920, he received a commission as lieutenant colonel, Engineer Section, Officers Reserve Corps. On 20 June 1923, the Army promoted Cress to colonel.

Between World Wars I and II, Cress attended annual periods of active duty training while engaged in his civilian career, which included positions with the Dodge Brothers Company as district representative for the Carolina Division (1922 to 1923); vice president and treasurer, Mebane Rossell-Cress (1924 to 1925); president, J.B. Cress, Inc. (1926 to 1927); and assistant vice president, Commercial Credit Company (1929). In 1931, as a consulting engineer, Cress advised business firms on electrical rate structures and mechanical improvements. He later directed a district of the US Civil Service Commission, San Francisco, California. In 1939, he assumed the regional directorship of the US Railroad Retirement Board, San Francisco.

His daughter, Mrs. Cathlyn C. Rhoads, recalled her father attending many reserve summer camps during this interwar period. He helped supervise the construction of Bonneville Lock and Dam during the 1930s. Located in the Columbia Gorge National Scenic Area 40 miles east of both Portland, Oregon, and Vancouver, Washington, Bonneville Lock and Dam spanned the Columbia River and linked the two states. Since 1938, Bonneville Dam supplied the region with electrical power.

In January 1938, Cress assumed duties as a student officer to the Headquarters, 2d Reserve District, at the Presidio of San Francisco. In March 1940, he became the operations officer (G-3) for IX Corps, part of the Fourth Army Maneuvers, Centralia, Washington. The Army recalled Cress to active duty on 14 March 1941 as a colonel of Engineers and appointed him as executive to the engineer, Fourth Army, at the Presidio of San Francisco. On 5 November 1941, he became the engineer for the IX Corps at Fort Lewis, Washington.



General Cress, Richmond, Virginia, with the family pet, Peek-Scottie. (Courtesy of Mrs. Cathlyn Cress Rhoads)

On 6 April 1942, the War Department assigned Cress to special duty at the Office of the Chief of Engineers, Washington, DC. He became responsible on 7 May 1942 for organizing and training the 333d Engineer Special Service Regiment and assumed command on 13 May. He selected and recommended the appointment of the majority of the key officers directly from civilian life. After its organization, he trained the regiment in building railroad yards in Ohio and in constructing divisional camps and hospitals in the southwestern desert region of the United States. Upon completion of this intensive training, Cress moved with his regiment to England as part of the build-up of American forces.

During World War II, Cress directed three very difficult military engineering missions: the rehabilitation of Cherbourg harbor, the clearance of the Albert Canal, and the construction of the first military bridge across the Rhine River. On 13 May 1944, Cress assumed command of the 1056th Engineer Port Construction and Repair Group, which included the 333d Engineer Special Service Regiment, three engineer general service regiments together with dump truck companies, bomb disposal units, fire-fighting platoons, repair ships, a dredging company, and other engineer units. He supervised and directed the training of the group in port clearance and reconstruction as an essential element of the theater engineer plan.

On D-Day plus 21, the day following the capture of Cherbourg, Cress led the 1056th Engineer Port Construction and Repair Group into the city and started clearing the harbor and reconstructing the port facilities. The Germans accomplished a thorough demolition job and mined the harbor with all known types of mines and some types not previously encountered. The engineers determined none of the piers and docks suitable for deep draft vessels. The reconstruction of Cherbourg proved a formidable task, but Cress' group completed the job by October 1944, with construction work so effectively managed as to permit the flow of large tonnages of essential materiel starting in mid-July.

After the reconstruction of the port of Cherbourg, the 1056th Engineer Group cleared the Albert Canal in Belgium, critical for moving military cargo by barge from the port of Antwerp into the supply dumps of the Advance Section and the 12th Army Group. The group completed that mission in March 1945. The 1056th Engineer Group then received the project of constructing the railroad lines leading to the front. The work culminated with the completion of the first military railroad bridge across the Rhine River at Wesel, Germany. The engineers rushed to completion in ten days, well ahead of schedule, this indispensable bridge that spanned the Rhine three-quarters of a mile in length. More than 5,000 engineers worked from both banks of the Rhine on a round-the-clock basis, using floodlights at night. Cress' headquarters coordinated all operations of the bridge construction by radio. When the engineers welded the last steel beam in place on 9 April 1945, 1,000 railroad cars loaded with supplies for the combat armies waited to cross.

For his service in World War II, Cress received a recommendation for promotion to brigadier general and was decorated with the Distinguished Service Medal; the Legion of Merit; the Bronze Star Medal; and the Belgian Order of Leopold, Degree of Officer. After he returned to the United States in May 1945, the War Department appointed him to the secretary of war's Disability Review Board. He left active duty in December 1945. General Omar Bradley, then in charge of the Veterans Administration, appointed him as a deputy administrator of Veterans Administration Branch Office Number 4. At the branch office in Richmond, Virginia, Cress had full responsibility for supervising all Veterans Administration activities and installations in the District of Columbia, Virginia, West Virginia, Maryland, and North Carolina. From 29 December 1945 until 31 January 1949, he managed fifteen to eighteen thousand people and oversaw the disbursement of some \$450,000 annually.

On 15 July 1947, Cress received a promotion in the Organized Reserve Corps to brigadier general and commanded the 80th Airborne Division (Reserve). The Army promoted him to major general on 20 April 1949. Army Chief of Staff General J. Lawton Collins recalled General Cress to active duty on 1 January 1950 to serve as the executive for reserve and ROTC affairs. During his tenure, he faced the challenges of mobilizing reserve units and soldiers in support of the Korean War. However, while in office, Cress suffered a serious heart attack and retired from the Army for physical disability on 31 January 1951.

After he retired, Cress and his wife, Eleanor, moved to Palo Alto, California. He remained active in many organizations including: the Palo Alto Chapter of Rotary International; the Fellowship Forum (of which he served as one-time president); the Palo Alto Chapter of the Sons of the American Revolution (president); the Army and Navy Club of Washington, DC; the Commonwealth Club of San Francisco; and the University Club of Palo Alto. He belonged to the Reserve Officers Association, American Military Engineers, Scabbard and Blade, and the Senior Army Reserve Commanders Association. Cress sat on the Army Affairs Committee of the Reserve Officers Association. Active in the Lion's Club, he also took a great interest in education. He authored "The Development of Antiaircraft Searchlights," an article written in 1919 and published in volume 11 of the *Professional Memoirs* series by the Corps of Engineers.

In his younger years, Cress possessed a fondness for horseback riding, tennis, skiing, boxing, baseball, and basketball. He enjoyed golf and helped build a golf course in Palo Alto. He also enjoyed playing bridge. Prior to every West Point class of 1914 reunion, he appointed a nominating committee for class officers, but always retained the office of class president and served in that office from the time of his graduation until his death.

Mrs. Cathlyn C. Rhoads, Cress' daughter, described her father as having a strong, outgoing personality. As a military officer, she saw him as a firm disciplinarian with very high standards, but a very modest and unpretentious man. The 1914 *Howitzer*, the US Military

Academy yearbook, described Cadet “Jimmy” Cress as possessing “masculine strength with gentlemanly courtesy; a will and determination, with common sense to back it; and confidence, without the touch of conceit or vanity.” He took care of his soldiers. He maintained a black book of "things to do," a list of tasks he needed to attend to in helping soldiers.

Cress' daughter, in describing his modest taste in automobiles, aptly described his humility by relating the following anecdote: While General Cress served as executive for reserve and ROTC affairs and worked at the Pentagon, his wife once complained, "Why Jimmy, while others are driving Oldsmobiles and Cadillacs, here we are driving a Dodge!" He merely replied, "Well, it gets us home." Cress died in Palo-Alto Hospital on 27 July 1967, after which his family interred his ashes in the West Point Cemetery.

**Awards and Decorations:** Distinguished Service Medal; Legion of Merit; Bronze Star Medal; Mexican Border Service Medal; World War I Victory Medal; American Defense Service Medal; American Campaign Medal; European-African-Middle Eastern Campaign Medal (with bronze Campaign Stars for Ardennes, Central Europe, Normandy, Northern France, and Rhineland); World War II Victory Medal; Army of Occupation Medal; Order of Leopold (Belgium).

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Major General Hugh M. Milton, II, 21 January 1952. (US Army Photo)

## **Major General Hugh Meglone Milton, II** **Executive for Reserve and ROTC Affairs** **24 February 1951 – 18 November 1953**

Hugh M. Milton, II, born to Hugh Meglone Milton, a tailor, and Gorda Ovanna Howard in Lexington, Kentucky, on 23 March 1897, came from English roots. His ancestors came from England to settle in the Virginia colony in 1620. They descended from Richard Milton, brother of the English poet and writer, John Milton (1608 - 1674). Hugh Milton's paternal grandmother attended school with Mary Todd Lincoln, also of Lexington. His mother descended from Union General Howard, and his maternal grandfather and grandmother served as best man and matron of honor for President Richard Nixon's parents when they married in 1908 in California. Hugh Milton grew up in Lexington and lived for many of his early years on Elm Tree Lane. He attended public schools in Lexington and earned money for the family by delivering groceries and milk. At an early age, he demonstrated great talent at math and always enjoyed the subject in school.

He entered the Engineering College at the University of Kentucky in 1915, then known as Kentucky A&M. Located in Lexington, Milton lived at home while a student. Because the school had land-grant status, the university provided military training. When Milton attended the University of Kentucky, he actively involved himself in the military unit, then commanded by Allen W. Gullion, who later served as provost marshal general during World War II.

Milton enlisted in the Army's Enlisted Reserve Corps on 12 June 1918 and went on active duty on 15 July 1918. On 16 September 1918, he received a commission as second lieutenant, Field Artillery. He left active duty on 14 December 1918 and joined the Officers' Reserve Corps as a second lieutenant, Field Artillery. He returned to the University of Kentucky to pursue his studies, working his way through with various jobs. He graduated with one of the earliest graduation classes of the University of Kentucky, receiving a bachelor of science degree in 1919. He attended Texas A&M University from 1919 to 1922 and received a master of science degree in mechanical engineering. He joined the Texas A&M faculty as an instructor and assistant professor of mechanical engineering and taught there from 1922 to 1924. In 1924, he left A&M for New Mexico State University (then known as New Mexico College of Agriculture & Mechanical Arts) to become professor of mechanical engineering. He became dean of engineering in 1933, and in September 1938 became president of the college. During the days prior to his presidency, he also conducted consultant-engineering service.

Following World War I, Milton maintained his military status in various reserve component units until the outbreak of World War II. On 25 August 1923, Milton received a promotion to first lieutenant. He transferred to the Corps of Engineers, Officers' Reserve Corps

on 19 December 1924. One month later, the Army reassigned him to the Field Artillery. Although training opportunities often proved inadequate for the Officers' Reserve Corps during the 1920s and 1930s, Milton performed active duty training during most of those summers. He had a variety of duties during these training exercises, including battery officer for the 82d Field Artillery, regimental officer for the 409d Field Artillery, and regimental officer for the 82d Field Artillery. He advanced in rank on 8 September 1926 to captain, Field Artillery, Officers' Reserve Corps.

Milton served in the New Mexico National Guard for several years and obtained federal recognition as a major, Chemical Corps, on 21 September 1929. He received a commission as major in the Officers' Reserve Corps that same fall with a date of rank of 13 November 1929. On 12 May 1930, he obtained federal recognition as a lieutenant colonel, Chemical Corps, in the New Mexico National Guard. On 17 June, the Army promoted him to lieutenant colonel in the Officers' Reserve Corps. Milton served with the National Guard until 1941. He graduated from the Chemical Warfare School in Edgewood, Maryland, in 1931.

He married Josephine Baldwin, a student at New Mexico State University, on 10 February 1933 in Glendale, California. They had two sons. Milton graduated in 1937 from the Command and General Staff College, Fort Leavenworth, Kansas.

The Army recalled Milton to active duty as a lieutenant colonel in the Chemical Warfare Service on 18 September 1941. When he left New Mexico, he took a leave of absence from his position as president of New Mexico State University. He initially served as the chemical officer for the 5th Infantry Division and remained in this position until 2 January 1942. He assumed duties as the chemical officer for IV Corps and served in that capacity until 31 December 1943. He received a promotion to colonel in the Army of the United States on 1 February 1942. Milton graduated in 1943 from the Engineer School, Fort Belvoir, Virginia.

In late 1943 and early 1944, Milton participated in the Battle of Bouganville. On 1 February 1944, he transferred to XIV Corps as the chemical officer, but quickly moved to the position of G-4 (supply) on 20 April of that year. Milton became the chief of staff of XIV Corps, Southwest Pacific Area, on 4 November 1944. In this position, he worked for Major General Oscar Griswold. The XIV Corps spearheaded the invasion of the Philippines in October 1944 and directed the campaign to recapture the capital of Manila.

In February 1945, Milton and his driver, Sergeant Joseph (Joe) D. Holt, entered Santo Tomas Prison, near Manila, the Philippines, the first Americans to return to the prison. When his party arrived at Baguio, Luzon, Milton received an American flag from Captain Donald D. Blackburn. The flag, kept and used by American and Filipino guerillas who operated in the Philippines during the Japanese occupation, represented Captain Blackburn's gratitude for Milton and Holt's actions in releasing the prisoners of war.



Colonel Milton (third from left) in the Pacific with five students from the New Mexico College of Agriculture and Mechanical Arts at Bouganville, Solomon Islands, 1944. (Photo courtesy of Rio Grande Historical Collections, New Mexico State University Library)

Milton received his first star on 28 June 1945. On 30 June, he finished his tour as chief of staff of XIV Corps. During World War II, he participated in several campaigns, including Northern Solomons, Bismarck Archipelago, Southern Philippines, Northern Philippines, and the occupation of Japan. The Army awarded Milton the Silver Star for valor in 1945 for action in the Philippine Islands.

Released from active duty on 27 March 1946, Milton returned to civilian life as president of New Mexico State University. In 1947, he went to Roswell, New Mexico, as president of New Mexico Military Institute.

The War Department recalled General Milton to active military service on 25 February 1951 and appointed him executive for reserve and ROTC affairs, Special Staff, Department of

the Army. The Army promoted him to major general in the Army of the United States on 15 September 1951, with a date of rank of 16 March 1944. As the executive for reserve and ROTC affairs, Milton oversaw the call-ups of Organized Reserve Corps soldiers for the Korean War. The assistant chief of staff, G-1 (personnel) of the Army, proposed in September 1951 a call-up of members of Organized Reserve Corps units as second priority on a list of six priorities for ordering reservists to active duty. Milton non-concurred, stating that members of units should be held at the bottom of the list. He noted: "To order into the active military service members of Organized Reserve Corps units would seriously affect the capabilities of these units to perform their training mission and to assume their planned role in the event of full mobilization."

Milton's son, John, remembered his father riding the public bus to work at the Pentagon during his tenure as executive for reserve and ROTC affairs, dressed in his general officer's uniform. Milton loved to visit the field and be with the troops. He often used family vacations as opportunities to accomplish this mission, traveling across the nation in the family station wagon.

Milton held the position of executive for reserve and ROTC affairs until 18 November 1953, when President Dwight D. Eisenhower named him assistant secretary of the Army (manpower and reserve forces). In this position, he opted his military rank for the four star civilian rank accorded with the position. During his tenure, Secretary Milton participated in the Army-McCarthy Senate hearings and served as Secretary of the Army Robert T. Stevens' confidante during the highly publicized investigation of the Army. As assistant secretary, Secretary Milton established the work program for inmates housed in military prisons.

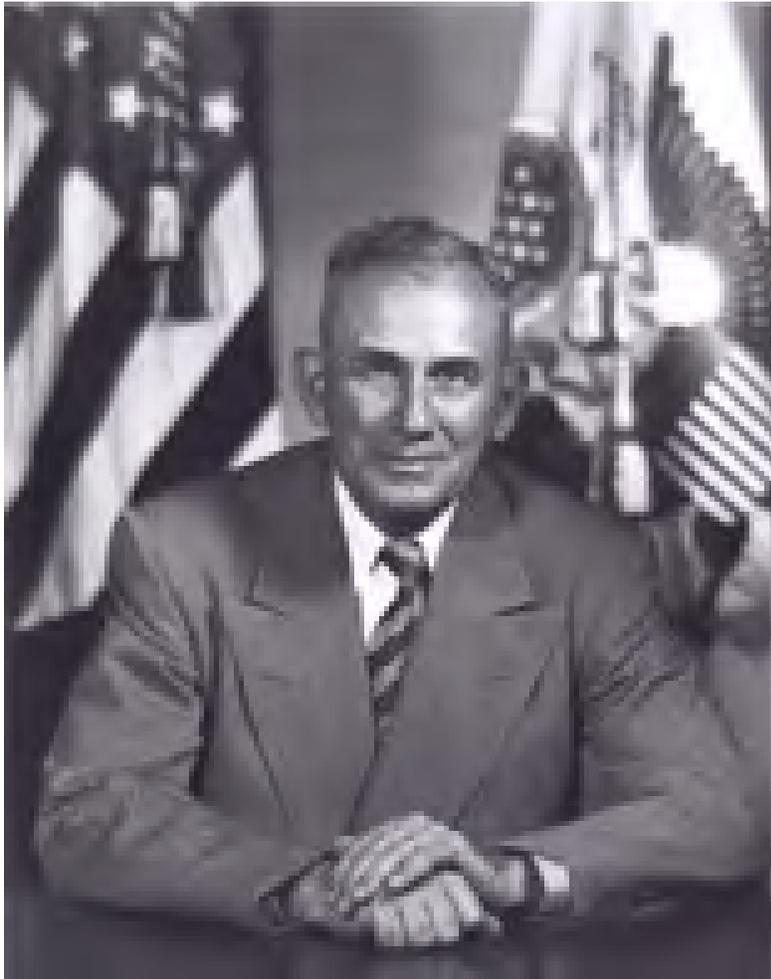
He served as assistant secretary from 19 November 1953 until 24 August 1958, when he advanced to under secretary. As under secretary of the Army, Milton acted as the second ranking civilian official in the US Army, serving under Secretary of the Army Wilber R. Brucker. Milton served as under secretary of the Army from 25 August 1958 to 20 January 1961. During his tenure as the assistant secretary and under secretary of the Army, he worked actively with a number of committees and commissions. He involved himself with the Cordiner Commission, which equated military and civilian pay; and the Prisoner of War Commission, which investigated some 534 American prisoners of the Korean War alleged to have aided the enemy. Milton also participated in the Reserve Forces Policy Board; the Section Five Committee, which served as a vehicle for reserve officers to provide input about reserve affairs; and the Army Policy Council, the senior policy advisory council of the Department of the Army.\* During his tenure in the secretariat, the Army developed missiles, including those with nuclear warheads.

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\* The Army Policy Council provided the secretary of the Army and his principal civilian and military assistants with a forum for discussing significant policy matters and an opportunity for members to consult one another on issues within their specific areas of responsibility.



Hugh M. Milton, II, at the University of New Mexico. (Photo courtesy of Rio Grande Historical Collections, New Mexico State University Library)



General Milton as the under secretary of the Army.  
(US Army Photo)

Secretary Milton retired in 1961 and returned to the southwest to make his home in Hillsboro, New Mexico. In 1961, he assumed the vice presidency of the First National Bank of Dona Ana County, New Mexico, in charge of public relations and business development for the city of Las Cruces. He retired from this position in 1972. Milton worked for the United Fund as campaign chairman in 1962 and 1963 and as president of the board in 1964. He acted as fund chairman for the state of New Mexico for the American Red Cross and sat on the board of directors of the Las Cruces Boys Club. He also served on the board, Las Cruces Chamber of Commerce, and as a member of the advisory board for the Salvation Army. He actively involved himself with the local historical society. Milton founded the Drug Commission of Dona Ana County in 1971 and won election to the Las Cruces Urban Renewal Board, which resulted in the building of the downtown Las Cruces mall (1965-74).

Milton received seven honorary degrees. In 1953, the University of Toledo bestowed upon him an honorary doctor of civil law degree. The same year, St. Bonaventure University conferred a doctor of human letters upon him. He received a doctor of military science from Pennsylvania Military College (now Widener University), Chester, Pennsylvania. Milton also received doctor of engineering degrees from Alfred University and Worcester Polytechnic Institute. Oklahoma Baptist University awarded a doctor of literature degree to him in 1960. His alma mater, the University of Kentucky, honored him with a doctor of law degree.

Following his time in the horse-drawn artillery, Milton possessed a life-long love for horses and an interest in horse breeding, and he enjoyed horseback riding. He also raised pheasants, pigeons and quail, building pens and runs for the fowl. He enjoyed gardening and doing carpentry work in his spare time.

In 1961, the Reserve Officers Association named Milton "Minute Man of the Year." In 1967, he received the "Outstanding Civic Leader of America" honor for his service to his county. The Las Cruces Board of Realtors named him "Man of the Year." The Realtors Association of New Mexico named him "Citizen of the Year." The Dona Ana County Historical Society gave him the Hall of Fame Award.

On 5 August 1969, the state of New Mexico honored Milton with a "Hugh Milton Day" throughout New Mexico. He delivered the keynote address at the opening of the State Constitutional Convention in Santa Fe that day. He received the first Regents Medal given by New Mexico State University in 1972. Toastmasters International awarded him its 1972 Toastmasters International Communication and Leadership Award. The New Mexico Chamber of Commerce awarded him the first Querencia Award, given in recognition of his interest in the state's history. He received the Paul Harris Award from the local Rotary Club in 1976. The Association of Abandoned Military Posts made him a life member of the organization, and the Army and Navy Academy at Carlsbad, California, named their honor guard "The Milton Guard." He wrote numerous monographs, including *The Mechanical Engineering Laboratory Manual* (1925), *Power Producing Qualities of Certain Petroleum Products* (1922), and *Heat Coefficient of Adodes* (1931).

The University of Kentucky named Milton to the Hall of Distinguished Alumni in February 1965. He kept a lifetime membership in the American Legion. He also belonged to the Reserve Officers Association; Society for Promotion of Engineer Education; United States Chamber of Commerce (director); Newcomen Society of London; Association of the United States Army (lifetime); Military Order of World Wars; Masons; Knights Templar; Shriners; Lions; Kiwanis (district governor in 1931); Tau Kappa Epsilon; and Mu Phi Pi. Milton took an interest in genealogy and belonged to the Sons of the American Revolution.

Milton's son, Colonel John B. Milton, recalled his father as a very open man, asking many questions, and challenging information presented to him to ensure its truth. He always made calculated decisions based on all of the facts. While a demanding leader, Milton possessed a quiet nature and excellent manners. His son stated that he never heard him use profanity. General George C. Marshall and General Oscar Griswold, his commander while serving with XIV Corps, served as his mentors. Kind and very empathetic, he took great interest in people and loved to surround himself with them. An incident that his son remembered reflected his unassuming nature: As Milton and his son walked down the streets of Las Cruces, New Mexico, a man came from the opposite side of the street, approached the two, and inquired of the general, "Are you General Milton?" Milton replied, "Well, some people might call me that, but I'm nothing more than a private." Despite his busy schedule during his years spent in Washington, Milton always made time for his son, attending his high school football games and taking him hunting and fishing. A great reader, he read more than 2,500 words a minute. As a speaker, he generally talked without notes and with little rehearsal. He retained a passion for history and often drew upon the subject. After his retirement, Milton lived in Las Cruces, New Mexico. He died on 27 January 1987 at William Beaumont Army Medical Center, Fort Bliss, Texas, after which his family interred his remains in the Masonic Cemetery in Las Cruces.

**Awards and Decorations:** Silver Star; Legion of Merit; Bronze Star Medal with one Oak Leaf Cluster; Army Commendation Medal; World War I Victory Medal; American Defense Service Medal; American Campaign Medal; Asiatic-Pacific Campaign Medal with five Campaign Stars and one Arrowhead for participation in the Northern Solomons, Bismarck-Archipelago, Leyte, and Luzon campaigns; World War II Victory Medal; Army of Occupation Medal with Japan Clasp; Armed Forces Reserve Medal with two Clasps; Philippine Liberation Medal with two Stars; and Philippine Presidential Unit Citation.

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Major General Philip F. Lindeman, 21 December 1961, The Pentagon, Washington, DC. (Photo by Oscar Porter, US Army Photographic Agency)

**Major General Philip Ferdinand Lindeman, Jr.**  
**Executive for Reserve and ROTC Affairs**  
**November 1953 – 6 December 1954**  
**Chief, Army Reserve and ROTC Affairs**  
**7 December 1954 – 31 July 1957**

Philip F. Lindeman, born on 27 February 1908 in Honolulu, Hawaii, to Philip Ferdinand Lindeman and Agnes Colman, attended Punahou Academy in Honolulu from 1918 until he graduated in 1926. While a student at Punahou, Lindeman participated in the ROTC training at the school. He went on to the University of Washington and received a bachelor of arts degree in architecture and history in 1931. While at the university, he attended ROTC training and received a commission as a second lieutenant in the Officers' Reserve Corps on 21 March 1930. Returning to Hawaii, Lindeman served there first in the Army Reserve and then in the Hawaii Territorial National Guard. The Army National Guard assigned his date of rank as second lieutenant as 1 January 1932. He married Anna Louise Brady on 10 June 1932 in Honolulu. Mrs. Lindeman came from Seattle, Washington, and attended the University of Washington, graduating with a bachelor of science degree in library science in 1931. General and Mrs. Lindeman had two sons.

Lindeman received a promotion to first lieutenant on 1 January 1934 and on 1 December 1938 a promotion to captain. He participated in active duty training during most of the years between 1930 and 1939. At the beginning of World War II, the Army called Lindeman to active duty, and on 22 May 1942 he received an elevation in rank to major. He acted as a maintenance officer for the 16th Ordnance Battalion, but a few days later, he assumed command of the battalion. In October, he took a position as ordnance officer for the 25th Infantry Division, then stationed in Hawaii. Following Lindeman's promotion, a promotion to lieutenant colonel quickly followed on 24 November 1942.

In May 1943, Lindeman performed duties as the executive officer of the 161st Infantry Regiment. On 25 January 1944, he assumed command of the 3d Battalion, 161st Infantry Regiment. Shortly after he assumed command, the 25th Infantry Division landed at Noumea, the principal city of the French colonial island of New Caledonia. The division then trained for the invasion of the Philippine Islands. Lindeman assumed command of the 27th Infantry Regiment (Wolfhounds), 25th Infantry Division, on 1 February 1945. As he led the regiment, the unit prepared to drive inland on the island of Luzon, the Philippines. The Army promoted him to colonel on 10 February 1945. His regiment served as part of the original force that occupied Japan. During the course of the war, he participated in the Guadalcanal, Northern Solomons, and Luzon campaigns.



Philip Lindeman as a student at Punahou Academy in 1926. (Courtesy of Punahou School. Photo from the 1926 yearbook, Oahuan)



Brigadier General Philip F. Lindeman while executive for reserve and ROTC affairs, taken about 1954. (*The Army Reservist* photo)

Lindeman returned to civilian life and private industry just before Christmas in 1945. In 1947, he joined the Pacific Can Company, San Francisco, California. He left the company in 1951 as vice president. While at the Pacific Can Company, Lindeman directed all manufacturing operations. He was responsible for scheduling all production and determining the amount of materials purchased by the company, and he supervised company labor relations.

Lindeman remained active in the Army Reserve and served as the assistant division commander of the 91st Infantry Division (Organized Reserve) (California), from 18 May 1948 to 17 April 1951. He received constructive credit for the Regular Command and General Staff College in 1948 and graduated from the Refresher Command and General Staff College in 1949. The Army called him to active duty at the direction of the president on 18 April 1951. From April 1951 to November 1953, he served as a resident member of the General Staff Committee for Reserve and National Guard Policy, Office of the Chief of Staff.

Colonel Lindeman served as the executive for reserve and ROTC affairs from November 1953 to 6 December 1954. Meanwhile, he received a promotion to brigadier general on 7 May 1954. His duty position title and duties changed that year to chief, Army Reserve and ROTC affairs. He held this position from 7 December 1954 to 31 July 1957. Lindeman earned his second star as a major general on 1 December 1956.

Following his assignment as chief, Army Reserve and ROTC affairs, Lindeman assumed command of the 8th Infantry Division, Seventh Army, US Army Europe, serving from August 1957 to March 1959. He next served as the assistant chief of staff, G-1, Headquarters, US Army Europe, from March 1959 to January 1960. The Army assigned Lindeman as the deputy chief of staff, personnel and administration, United States Army, Europe, in February 1960.

When Lindeman returned to the United States in July 1961, he rose to the position of director of programs in the Office of the Assistant Deputy Chief of Staff for Personnel, Department of the Army. He remained in this capacity very briefly, assuming duties in November 1961 as the assistant deputy chief of staff for personnel, United States Army. In March 1966, the Army designated Lindeman as the chief, US Army Audit Agency. He retired on 28 February 1967 after 35 years of commissioned service in the Army Reserve, active Army, and the Army National Guard.

He was interested in mechanical inventions, new machines, and mechanical designs. Lindeman also enjoyed swimming and golf. He belonged to Chi Psi, the National Society of Scabbard and Blade, and the Legion of Honor.\* He co-authored a technical work, *Baffle for Solder Pellets*, which concerned a 1950 patent.

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\* The Legion of Honor is an organization limited to Nobles of the Mystic Shrine who served in and were honorably discharged from the Armed Forces of their country. This includes service in the National Guard, Reserves, Merchant Marines, and Coast Guard.



Brigadier General Lindeman addresses new reservists and about 2,500 Galax, Virginia residents, August 1956. (*The Army Reservist* photo)



Brigadier General Lindeman (second from left) accompanies Army Chief of Staff General Maxwell Taylor while inspecting a tank range at Camp McCoy, Wisconsin. Left to right: Major General Leif J. Sverdrup, commanding general, 102d Infantry Division; Brigadier General Lindeman; General Taylor; and Lieutenant Colonel E.G. Gruetzemacher, commanding officer, 705th Tank Battalion. Photo taken in 1956. (*The Army Reservist* photo)

He lived in Alexandria, Virginia, following his retirement. In 1978, he moved to Ruskin, Florida, and resided in Sun City Center, a senior community in south Hillsborough County. Lindeman died on 18 February 1988 in Sun City Center, Hillsborough County, Florida, after which his family interred his remains in Arlington National Cemetery, Arlington, Virginia.

**Awards and Decorations:** Distinguished Service Cross; Distinguished Service Medal with Oak Leaf Cluster; Silver Star with Oak Leaf Cluster, Legion of Merit; Bronze Star Medal with Oak Leaf Cluster; Air Medal; Army Commendation Medal; American Defense Service Medal; Asiatic-Pacific Campaign Medal with three Bronze Campaign Stars for participation in the Guadalcanal, Northern Solomons and Luzon campaigns; World War II Victory Medal; Army of Occupation Medal with Japan Clasp; National Defense Service Medal with one Oak Leaf

Cluster; Armed Forces Reserve Medal with one Ten Year Device; Philippine Liberation Medal with one Bronze Service Star; Philippine Independence Medal; Philippine Presidential Unit Citation; and Combat Infantryman Badge.

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Major General Ralph Albert Palladino, late 1950's. (US Army Photo)

**Major General Ralph Albert Palladino**  
**Chief, Army Reserve and ROTC Affairs**  
**1 August 1957 – 31 May 1959**

Ralph A. Palladino, born on 1 September 1904, came from Montemiletto, a small community near Avellino, east of Naples, in Campania Region, Italy. The oldest of ten children of Guiseppi Palladino and Gaetana Maria Musto, he came to the United States with his family from Italy in 1907 at the age of three. The Palladino family settled in Mansfield, a small Massachusetts town south of Boston, where his father worked in the local chocolate factory and later a bleachery. The family owned a small farm area where they grew fruits and vegetables. The Palladino family grew fig trees and grape arbors they used to produce wine. Young Ralph helped raise chickens, rabbits, and other animals. He obtained American citizenship in March 1926.

Eleven years after coming to the United States, Palladino began his military career as a member of the Mansfield High School Cadet Company. Upon completing his Mansfield High School years, he achieved the distinction of graduating as a four-letter athlete.

Palladino entered Boston University and participated in sports, publications, and military fraternities. Actively involved in the university ROTC program, he also served as the manager of the university baseball team and a cheerleader. His cheerleading acrobatics, tumbling abilities, coupled with his short stature earned him the nickname of "Jack-in-the-Box Pally." Palladino managed basketball and football teams at Boston University, serving as the secretary of the Athletic Association as well. He chaired the Committee on Student Organizations for the university House of Representatives. He managed the *Boston University News* and served as secretary of his class executive committee. Palladino sang in the university glee club and belonged to Delta Sigma Pi and the Skull. On 28 July 1926, he graduated from Boston University with a bachelor of business administration degree. He received a commission as a reserve second lieutenant of Infantry upon completion of ROTC. Palladino joined the 302d Infantry Regiment, 94th Infantry Division, then a division of the Organized Reserve. Assigned as a platoon leader with the regiment, he remained with the 94th until 1940. On 7 August 1929, the Organized Reserve Corps promoted him to first lieutenant.

On 9 October 1929, he married Helena Eugenia Damato, who had grown up next door to the Palladino family and came from the same region of Italy. They had one son, who also served in the United States Army and rose to the rank of brigadier general.

Upon graduating from Boston University, Palladino went to work as a bookkeeper for the Joseph Palmer Vehicle Spring Company of Charlestown, Massachusetts, a small local business

that produced springs for cars and trucks. Except for his active military service, he remained with the company until 1957, and functioned as a managing partner in the company.

Palladino remained active in the Organized Reserve Corps. He received a promotion to captain on 15 September 1933 and commanded a company. He later worked as a battalion staff officer and regimental S-3 (operations) officer. The Army elevated Palladino to major on 14 October 1938 as a member of the 302d Infantry Regiment. He completed the I Corps Area\* Command and Staff School in 1940. The following year, Palladino graduated from the Infantry School's Advance Course at Fort Benning, Georgia.

Palladino entered active military service on 2 January 1941 as an instructor and director of training for the 417th Infantry Regiment. The regiment, located at New Haven, Connecticut, belonged to the 76th Infantry Division, Organized Reserve Corps. Palladino enrolled in the Command and General Staff College Extension Course in 1942. He later took yearly refresher courses from 1949 to 1957 and obtained constructive credit for the regular Command and General Staff Officer Course.

Upon phase-out of the military districts in 1942, Palladino received an assignment to the 26th Infantry Division and served first in May 1942 as the executive officer of the 3d Battalion, 104th Infantry Regiment, then stationed at Camp Edwards on Cape Cod, Massachusetts. He next assumed command of the 2d Battalion, 104th Infantry Regiment, from June 1942 to November 1942. The unit, then stationed at Stoney Field, Charleston, South Carolina, conducted patrol duty along part of the Atlantic coastline. During his tenure as battalion commander, rumors circulated that the Germans were secretly setting up installations on nearby Bull Island, Georgia. Palladino and the 2d Battalion made a three-hour boat ride and conducted a beachhead operation, only to find the island deserted.

He acted as the executive officer of the 104th Infantry Regiment at Camp Blanding, Florida, from December 1942 to February 1943. The camp, situated on the banks of the St. Johns River and just south of Jacksonville, functioned as an infantry replacement training center, an induction center, a prisoner of war compound, and a separation center. From 1940 to 1945, more than 800,000 soldiers received all or part of their training at Camp Blanding.

Following the short period at Camp Blanding, Palladino in March 1943 again became the commanding officer of the 2d Battalion, 104th Infantry, then training at Camp Gordon, Georgia. In October 1943, he served as the executive officer of the 104th Infantry at Fort Campbell, Kentucky. The regiment underwent rifle marksmanship training and short field problems. The Army promoted Palladino to lieutenant colonel on 30 November 1942. Following the Christmas 1943 holidays, the regiment moved to the Tennessee Maneuver Area east of Nashville. The

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\* The I Corps Area, composed of the states of Maine, Vermont, New Hampshire, Massachusetts, Connecticut, and Rhode Island, located its headquarters in Boston.



Lieutenant General Hugh Drum, commanding general, First Army (left) questions Major Palladino, then commanding officer, 2d Battalion, 104th Infantry Regiment, during an inspection visit to Stoney Field, Charleston, South Carolina, October 1942. (Photo from "History of a Combat Regiment, 1639-1945." (Used with permission from Brigadier General [Retired] Donald Palladino.)

104th boarded for nine weeks of intensive combat training. From the end of March until August 1944, the 104th went through the last phase of training—obstacle courses, physical training, weapons qualification, and a 25-mile march—before preparing for overseas movement. The 104th boarded the *SS Argentina* on 27 August near Camp Shanks, Orangeburg, New York, and then moved to France.

On 10 November 1944, soon after the unit began offensive operations in the European Theater, Palladino assumed command of the 104th Infantry Regiment when Colonel Dwight T. Colley received serious wounds near Morville-sur-Seille, France. Palladino led his regiment through combat in the Northern France, Ardennes, Rhineland, and Central Europe campaigns.



Lieutenant Colonel Palladino at Wiltz, Luxembourg, January 1945. (Photo from "History of a Combat Regiment, 1639-1945." Used with permission from Brigadier General [Retired] Donald Palladino.)



Major General Willard S. Paul, commanding general, 26th Infantry Division, with Colonel Palladino, then regimental commander of the 104th Infantry Regiment. (Photo from "History of a Combat Regiment, 1639-1945." Used with permission from Brigadier General [Retired] Donald Palladino.)



The French government decorated the 104th with the 2d Croix de Guerre, the Fourragere. General Arlabosse, with his aide to his back right, presented the decoration on behalf of his government. Left to right: Colonel Palladino and Major General Robert Crow, 26th Infantry Division, General Arlabosse, and his aide. (Photo from "History of a Combat Regiment, 1639-1945." Used with permission from Brigadier General [Retired] Donald Palladino.)

During the Battle of the Bulge, Palladino received a citation for actions that earned him the Silver Star. According to his citation:

. . . on 23 December 1944, several rifle companies of the 104th Infantry Regiment were held up near Pratz by a powerful, well-entrenched enemy force which, although surrounded, fanatically refused to surrender. Colonel (then Lieutenant Colonel) Palladino, Commanding Officer of the Regiment, drove up to the front line positions of his infantry units and, while under the heavy enemy fire,

skillfully directed preparations to reduce the pocket. When repeated forward thrusts by the infantrymen continued to meet determined resistance, Colonel Palladino reconnoitered for points of vantage from which armored support could deliver direct fire into the stubborn enemy pocket. Having successfully completed his reconnaissance, he called up a platoon of destroyers and personally placed them into firing positions some two hundred yards from the enemy lines. Colonel Palladino then skillfully coordinated the fire of the tank destroyers with the supporting fires of friendly mortar and artillery units to soften up hostile resistance, thus enabling a well planned infantry attack, launched early the following morning, to overrun and wipe out the enemy pocket. Two hundred and thirty-two prisoners were taken in the operation, an estimated one hundred enemy killed and a considerable quantity of weapons and motorized equipment captured.

From 28 December 1944 to 6 January 1945, the 104th protected the right flank of the 26th Infantry Division of the XII Corps. Palladino received a promotion to colonel on 9 February 1945. He remained with the 104th after V-E Day for occupation duty in Czechoslovakia and Austria. He brought his regiment back to the United States on 28 December 1945. He left active duty in March 1946, returning to the 94th Infantry Division, this time as its commander. The Officers' Reserve Corps elevated Palladino in rank to brigadier general on 26 April 1948 and to major general on 8 December 1954. He graduated from the Industrial College of the Armed Forces in 1948. He served as commanding general of the 94th until 1957.

When he returned to civilian life following the war, the Commonwealth of Massachusetts appointed Palladino as associate commissioner of public works, and he served from 1946 to 1948. He joined the Joseph Palmer Vehicle Spring Company in 1946 as a partner and resident manager. He continued in this capacity until 1957, when he took office as the chief of Army Reserve and ROTC affairs. He earned a master of business administration degree in 1949. He also completed the Economic Mobilization Course for reservists the same year.

On 18 November 1956, the Office of the Chief of Staff, US Army, appointed Palladino as a member of the General Staff Committee on National Guard and Army Reserve Policy. Prior to that date, he served on the committee as an alternate member. He also sat on the Boston Armed Forces Advisory Committee, the First Army Civilian Components Advisory Committee, and the Bay State Army Reserve Advisory Committee.

On 1 August 1957, General Palladino assumed duties as the chief of Army Reserve and ROTC affairs. During his tenure, the Army Reserve underwent a major reorganization. All of the 10 reserve combat divisions and 12 of the 13 training divisions reorganized to fit the active Army's pentomic configuration.

Palladino served as the chief until 31 May 1959. On 8 July 1959, the Army appointed him as the military executive of the Reserve Forces Policy Board. He remained in this capacity until 10 October 1968. Upon his retirement, Palladino received the second award of the Army Distinguished Service Medal. He also acted as a consultant to the Office of the Deputy Assistant Secretary of Defense for Reserve Affairs from 1968 to 1969.

In November 1969, he joined the National Bureau of Standards in Gaithersburg, Maryland, as a management assistant, retiring in February 1980. Palladino lived in Arlington, Virginia, following his retirement. He remained active in a number of organizations and received recognitions from many of them. He accepted the Outstanding American of Italian Birth or Ancestry Gold Medal for 1958 from the Italian-American Charitable Society of Boston, Massachusetts. The society presented the award to him for distinguished achievement in the military field. Boston University presented him with the Alumni Award in June 1958 for distinguished public service, and the Reserve Officers Association honored him with the Distinguished Service Citation.

Palladino belonged to the Reserve Officers Association, the Association of the United States Army, the American Legion, the Military Order of World Wars, the 104th Infantry Veterans Association, the Yankee Division Veterans Association, Delta Sigma Pi, the Military Government Association, the National Society of Scabbard and Blade, the Knights of Columbus, and the Elks.

Palladino showed great care and concern for his soldiers and communicated with many of them throughout his lifetime. He arranged or attended many reunions and official functions to mingle with fellow soldiers. After the war, Palladino compiled a history of his regiment entitled *History of a Combat Regiment, 104th Infantry, 1639-1945*. Palladino's son, Brigadier General (Retired) Donald Palladino, observed that he thought his father's soldiers served as his heroes. He greatly respected and admired General Creighton W. Abrams, Jr., vice chief of staff of the Army from 1964 to 1967, and his Massachusetts friend, Major General Edgar C. Erickson, who held office as chief of the National Guard Bureau, while General Palladino served as the executive for reserve and ROTC affairs.

Palladino possessed a friendly and yet reserved manner. His son described him as a straightforward and honest man. He counseled many youths about military service and pointed out the learning opportunities the Army offered. He liked working with his hands, whether in his garden or while building a stone wall. His son, Donald, did not recall that he ever



Brigadier General Palladino (left), then commanding general of the 94th Infantry Division (Reserve), with Congressman John F. Kennedy (seated in front) and First Lieutenant John R. Lunt (right), General Palladino's aide. The photo depicts a visit at Camp Drum, New York, in August 1952, as the 94th completed two weeks of intensive field maneuvers. (Photo courtesy of Brigadier General [Retired] Donald J. Palladino)

went to see a movie as an adult, but he enjoyed taking his son to see the Boston Red Sox or the Boston Braves play baseball, or just playing catch with a baseball or football. He loved being outdoors and engaging in physical activity. While fond of these various activities, Palladino once remarked to a newspaper reporter in 1958 that he did not have "much time for hobbies, . . ." but instead gave ". . . some time to various organizations." He took great pleasure in spending time with his four grandchildren. In his later years, Palladino collected stamps, matchbooks, cigarette lighters, and other memorabilia. He died on 23 February 1981 at Walter Reed Army Medical Center, Washington, DC, after which his family interred his remains in Arlington National Cemetery.

**Awards and Decorations:** Distinguished Service Medal with Oak Leaf Cluster; Silver Star; Legion of Merit; Bronze Star Medal with Oak Leaf Cluster; Army Commendation Medal; American Defense Service Medal; American Campaign Medal; European-African-Middle Eastern Campaign Medal with four Campaign Stars (Ardennes-Alsace, Northern France, Rhineland and Central Europe); World War II Victory Medal; Army of Occupation Medal with Germany Clasp; National Defense Service Medal with Oak Leaf Cluster; Armed Forces Reserve Medal with three Ten Year Devices; Croix de Guerre with Palm (France); Medal of Liberated France; War Cross (Czechoslovakia); Order of the War for the Fatherland (Second Class) (Soviet Union); Order Nationale de la Cousonne de Cherre (Luxembourg); Combat Infantryman Badge; and Department of Defense Identification Badge.

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Major General Frederick M. Warren, taken 15 November 1961. (Photo by Oscar Porter, US Army Photographic Agency)

**Major General Frederick Marshall Warren**  
**Chief, Army Reserve and ROTC Affairs**  
**1 September 1959 – 12 February 1963**  
**Chief, Army Reserve**  
**13 February 1963 – 31 August 1963**

Frederick M. Warren, born in Newport, Kentucky on 23 August 1903 to William Ulysses Warren and Katherine Lampe, attended public schools in Newport, and went on to attend the University of Cincinnati, Cincinnati, Ohio. He earned his bachelor of arts, bachelor of law (1936), and master of law (1959) degrees. He later received an honorary doctor of law degree from the University of Cincinnati in 1964. Northern Kentucky University also awarded him an honorary doctor of law. He married Peggy Beaton on 20 February 1926. Mrs. Warren preceded him in death many years later. They had one son.

From 1927 to 1932, Warren worked as an office manager and accountant for Lewin Lumber Company. He served from 1932 to 1935 as police judge in Southgate, Kentucky. After his admission to the bar in Kentucky in 1935, Warren practiced law from 1935 to 1940 as the Southgate city attorney.

Warren enlisted as a private in the Ohio Army National Guard on 22 July 1921. First assigned to the 147th Infantry Regiment, he remained with that National Guard unit until September 1927. He performed duties as a sergeant with Troop C, 107th Cavalry Regiment, Ohio Army National Guard, from June 1926 to June 1927. He received a commission as a second lieutenant of Cavalry in the Kentucky Army National Guard on 10 June 1929 and joined the 123d Cavalry, where he took command of a troop.

The Kentucky Army National Guard promoted Warren to first lieutenant on 5 February 1930, to captain on 16 May 1932, and to major on 10 September 1940. He served in the 103d Cavalry Regiment until December 1940. During this period, he attended the Cavalry National Guard and ROTC course in 1931 at Fort Riley, Kansas.

The Army called Warren to active duty on 6 January 1941. He attended the Anti-aircraft Artillery Refresher Course at the Coast Artillery School, Fort Monroe, Virginia. The same year he also attended the G-4 (logistics) Course at the Command and General Staff School. From January to December 1941, he worked initially as the S-2 (intelligence) and then S-3 (operations) officer for the 106th Separate Coast Artillery Battalion, Camp Hulen, an Army training center located just west of Palacios, Texas.



Major Warren during the early 1940s. (Courtesy of Mr. Frederick M. Warren, Jr.)



Major Warren as a cavalry officer, early 1940s. (Courtesy of Mr. Frederick M. Warren, Jr.)

When the United States entered World War II, Warren assumed duties as the assistant G-4 (logistics) officer at headquarters, Third US Army, San Antonio, Texas. In September 1942, he received training at the Armored Force Training Replacement Center, Fort Knox, Kentucky, where he remained until November.

In November 1942, Warren assumed duties as the S-2, then S-3, and then executive officer of the 1st Battalion, 43d Armored Regiment, 12th Armored Division. The unit initially received training at Camp Campbell, Kentucky. Warren received a promotion to temporary lieutenant colonel on 30 June 1943. While stationed with the battalion at Camp Campbell, soldiers of the 12th Armored Division participated in the Tennessee Maneuvers, which lasted from 6 September to 1 November 1943. In 1943, Warren attended the Armored Officers Course. He acted as the executive officer and then in March 1943 commanding officer of the 1st Battalion, 43d Armored Regiment, 12th Armored Division. The unit, then stationed in



Lieutenant Colonel Warren  
somewhere in Belgium, shortly after  
the Battle of the Bulge, circa January  
1945. (Courtesy of Mr. Frederick M.  
Warren, Jr.)

the southwest, completed training at Camp Barkley, Abilene, Texas.

In November 1943, Warren assumed command of the 779th Tank Battalion, the separate tank battalion at the School of Troops, Fort Knox, Kentucky. In August 1944, Warren went to the European Theater of Operations. In September 1944, the Ninth Army made him the assistant headquarters commandant. In November 1944, the Army assigned him as the executive officer of the Combat Command Reserve, 7th Armored Division. He acted as commanding officer in December 1944.

Combat Command Reserve, 7th Armored Division, played an important role in the Battle of the Bulge. When the German counteroffensive began on 16 December 1944, the unit received the mission to reinforce the northern part of the Ardennes sector. Intelligence initially reported small attacks along the western front, but other indicators showed the attacks were other than small. The 7th Armored Division, under orders, moved south and east to relieve the 106th Infantry Division, then under heavy assault by units of the Fifth Panzer Army at the important crossroads town of St. Vith, Belgium.

Moving eastward, Combat Command Reserve came very close to hitting the leading tank column of the 1st SS Panzer Division south of the infamous village of Malmédy,\* Belgium, but cleared the road before the Germans crossed on their way west. The unit established a command post at the town of Recht, Belgium, on 17 December 1944. As acting commander of Combat Command Reserve, Warren asked the division headquarters for an infantry company to reinforce his position. However, he never received it. He ordered the 17th Tank Battalion to send a tank company into Recht. Warren and the 17th's commander, Lieutenant John P. Wemple, agreed to try to hold onto Recht through the night. Faced with a situation of risking his tanks without infantry support in night fighting in narrow city streets, and the uncertainty of enemy strength, Warren ordered a withdrawal of his unit following a 45-minute engagement with the Germans. The 7th Armored Division still held the important center of St. Vith and thus prevented any German advance and exploitation of the Allied main line. On 28 December, Colonel Francis P. Thompkins took command of Combat Command Reserve. Warren resumed his duties as the executive officer.

In April 1945, Warren assumed command of the Tank Unit, 9th Armored Group. He simultaneously served as the executive officer for the 9th Armored Group for one month. In August, Warren commanded the 1st Battalion, 273d Infantry. He held that position for ten days, at which point he returned to the United States. From September 1945 until the Army released him from active duty, he served an instructor in tank gunnery at the Armor School at Fort Knox, Kentucky.

The Army promoted Warren to colonel on 11 January 1946, and then released him from active duty in March 1946 as a colonel of the Officers' Reserve Corps. As he reentered civilian life, he remained active in the Army Reserve. He commanded the 397th Armored Infantry Regiment, 100th Airborne Division (Reserve) from April to December 1947. While in that assignment, Warren attended the Advanced Airborne Course at the Infantry School, Fort Benning, Georgia. In December, the Organized Reserve Corps assigned him as chief of staff of the 100th Airborne Division, and on 16 February 1948, he succeeded Brigadier General Donald B. Adams as the division commander. In July 1948, he took the division to its first annual training at Fort Bragg, North Carolina, hosted by the 82nd Airborne Division.

Warren received his first star on 11 March 1949 and his second star on 8 December 1954. He commanded the 100th Division for 11 years, during which time the division reorganized and received a redesignation as the 100th Infantry Division (Reserve), and then the 100th Division (Training) (Reserve).

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\* Malmédy is the site of a brutal massacre of at least 86 American prisoners rounded up by Colonel Joachim Peiper's 1st SS Panzer Regiment, and then shot down by machine gun and pistol fire on 17 December.

Warren's tenure with the 100th Division included some of the early, difficult times for the Army Reserve. Between December 1946 and June 1949, reservists received no pay for inactive duty training. As division commander, Warren guided the 100th through its transition from airborne, to infantry, to replacement training command, and finally to training division. Instrumental in securing an airborne training facility, he ensured the construction of a C-82 aircraft mockup, a glider mockup, and a 34-foot jump tower completed in September 1948.



Major General Ralph A. Palladino (left) congratulates his successor, Major General Warren after his swearing-in ceremony as chief, Army Reserve and ROTC Affairs, the Pentagon, Washington, DC, on 8 September 1959. (Photo by Carl Schneider, US Army Photographic Agency)

During the first few months of 1950, Warren, with support from the community, directed a massive recruiting campaign for his division, which moved the 100th from Class C to B status. During his command tenure, he also pushed for better reserve centers. On 27 September 1951, he dedicated the division's first new reserve center at Bowman Field, Louisville, Kentucky.



Judge Frederick Warren in his courtroom, circa 1960s. (Photo by Howard Pille, courtesy of Frederick M. Warren, Jr.)

Warren worked actively with the Louisville Reserve Officers Association, the Air Force Reserve Association, the Kentucky Air and Army National Guard, and contacted more than 600 businesses to encourage authorization for reservist employees to receive military leave to attend annual training without losing regular leave or losing pay differentials. This marked the beginning of the employer support program for the reserve components.

In his civilian career, Warren returned to the legal profession following World War II. In 1949, the Alcoholic Beverage Control Board of Kentucky appointed him a field representative. He served as city solicitor of Newport, Kentucky from 1950 to 1952. Elected a judge for Campbell County, he continued in office from 1954 to 1958.

Warren sat on the General Staff Committee for Reserve and National Guard Affairs from 1953 to 1956 and on the Reserve Forces Policy Board from 1958 to 1959. He performed consultant work for the under secretary of the Army in 1958 and acted as a special assistant to the assistant secretary of the Army (manpower personnel & reserve forces) in 1959.

Warren attended the reserve components phases of the Command and General Staff Officer Course from 1949 to 1955. He completed the Air Force's Air-Ground Liaison Course conducted at Knoxville. He also attended the Indoctrination Course, Atomic Weapons Tactical Employment, Fort Bliss, Texas, and the Senior Officers' Nuclear Weapons Course, Fort Leavenworth, Kansas. He completed the Command Management School in 1960.

General Warren took office as the chief, Army Reserve and ROTC Affairs on 1 September 1959 and officially assumed the title of chief of the Army Reserve on 13 February 1963. He oversaw more than one million individual members of the Army Reserve. The Berlin Crisis occurred during Warren's tenure. The Army activated 210 units, including the 100th Division in 1961. A major shift in Warren's duties occurred in January 1963 with the creation of the Office of Reserve Components. The Army assigned the responsibility for policy, direction, and control of both reserve components, the Army Reserve and the National Guard Bureau, to the general supervision of one lieutenant general, the chief of the Office of Reserve Components. Responsibility for ROTC affairs also transferred to the Office of Reserve Components. Warren served as chief of the Army Reserve until 31 August 1963.

In 1963, Warren received an appointment as the circuit judge of the 17th Judicial District of Kentucky. He ordered a grand jury to investigate gambling, prostitution, and "other forms of vice and corruption" in his district. When the Newport and Campbell County Police failed to stop the activities, Judge Warren advised the grand jury of his consideration of calling in the state police to investigate.

In the summer of 1968, Warren attended the National College of State Trial Judges at the University of Nevada at Reno. He subsequently received an offer for a faculty position there, but he declined. He retired from the circuit on 31 December 1974. He continued, however, to serve



Major General Frederick M. Warren as the chief of the Army Reserve and ROTC Affairs, presents the Armed Forces Communication and Electronics Association Award to Cadet Carl T. Lind, Dartmouth College, at the annual ROTC Armed Forces Day review at Hanover, New Hampshire, 16 May 1962 (Courtesy of Frederick M. Warren, Jr.)

both the Commonwealth of Kentucky and the US Judiciary, sitting on the bench in several cities and counties throughout Kentucky wherever local judges were not available. As the senior member of the Federal Board of Condemnation, he served by trying cases in that field. He remained an avid student of the law.

Peers described him as a modest man with a wonderful sense of humor. Known for his compassion, one soldier who served under him once recalled an incident where junior officers had soldiers in a formation for an inspection on an extremely hot day. When Warren arrived and saw the troops there, he ordered, "Get these men into some shade!" As a younger man, he played baseball, basketball, polo, and football.

Warren lived in Fort Thomas, Kentucky for many years following World War II. He belonged to the American Bar Association, the Kentucky Bar Association, the Campbell County Bar Association, American Legion, Veterans of Foreign Wars, Disabled American Veterans, Association of the United States Army, Reserve Officers Association (vice president), Military Order of World Wars, Masons, and Elks. He died of heart failure at Fort Thomas, Kentucky, on 16 December 1986, after which his family interred his remains in St. Stephen Mausoleum, Fort Thomas. In 1992, the 100th Division inducted Warren posthumously into the Corridor of the Century.

**Awards and Decorations:** Distinguished Service Medal; Silver Star; Bronze Star Medal with V Device and two Oak Leaf Clusters; Army Commendation Medal; American Campaign Medal; European-African-Middle Eastern Campaign Medal with four Bronze Service Stars; World War II Victory Medal; Army of Occupation Medal with Germany Clasp; National Defense Service Medal; Armed Forces Reserve Medal with two Ten Year Devices; Croix de Guerre (France); Croix de Guerre (Belgium); Combat Infantryman Badge; Glider Badge; and Army Staff Identification Badge.

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Major General William J. Sutton, 19 January 1967. (US Army Photo)

**Major General William James Sutton**  
**Chief, Army Reserve**  
**1 September 1963 – 31 May 1971**

William J. Sutton, born in Elizabethtown, Bladen County, North Carolina, on 9 April 1908, came from a prominent family. His birthday occurred just a few weeks before the Army established the Medical Reserve Corps on 23 April. The son of David Brevard Sutton and Pearl Owen, Sutton's parents named him for his grandfather, William James Sutton, a North Carolina state senator. Sutton's father enlisted as a private in the Army during the Spanish-American War. He practiced law and served as a North Carolina state senator. David Sutton later operated a rice plantation in Louisiana and subsequently moved the family to Texas.

William J. Sutton attended Central High School in Fort Worth, Texas, where he actively involved himself in the ROTC program. He served as the first cadet colonel of the combined Fort Worth high schools' ROTC program. He graduated from Central High in 1926.

He enlisted in the Texas National Guard on 7 September 1926, and attended the basic course of the Firing School at the US School of Arms in 1928. He received a commission as a first lieutenant in the Texas National Guard on 14 April 1929. On 23 July 1931, the guard promoted him to captain. He belonged to and coached the Texas National Guard Rifle Team for several years before World War II. He earned the highest shooting award of the United States, the Distinguished Marksman Badge and the Distinguished Pistol Badge with two bars. On 12 April 1929, Sutton married Helen Holmes of Fort Worth, Texas. They had one son, William J. Sutton, III.

From September 1933 to June 1940, Sutton served as the commandant of cadets and professor of military science and tactics at Polytechnic High School in Fort Worth. Under Sutton's guidance, the ROTC program developed from one with minimal participation to one that had a waiting list for membership. While at Polytechnic High School, Sutton taught five classes daily in basic and advanced military subjects and coached the ROTC rifle team. He supervised various sports programs and the band. He completed the Infantry Basic Course in 1933 and the Infantry Advance Officer Course in January 1940.

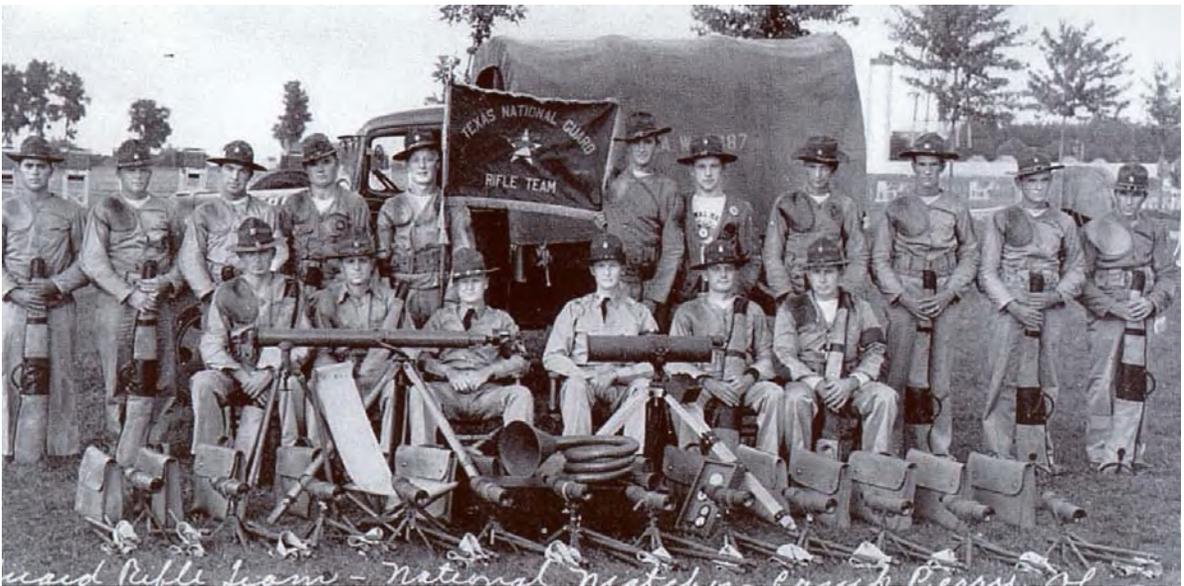
Sutton received a promotion to major on 12 August 1940. He entered active duty that October as the adjutant of the 144th Infantry Regiment, 36th Infantry Division. The regiment trained at Camp Bowie, Texas. During this time, Sutton supervised the production and direction of a military show staged at the Cotton Bowl. The show included a number of scenes that included mock battles and the appearance of Wee Bonnie Baker, a popular singer,\* who played a nurse and sang "My Buddy" to a wounded soldier. During the 1940 Louisiana Maneuvers,

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\* Evelyn Nelson of Orange, Texas. She sang as a vocalist for Orrin Tucker.



Cadet Sutton at Central High School,  
Fort Worth, Texas, 8 May 1927, Mother's  
Day, given to his mother. (Courtesy of  
Colonel & Mrs. William J. Sutton, III)



Captain William J. Sutton, (fourth from left, seated in front row) with the Texas National Guard Rifle Team,  
National Matches, Camp Perry, Ohio, 1939. (Courtesy of Texas Military Forces Museum)

Sutton's unit engaged in activities to disorient the opposition forces, including disconnecting the telephone main junctions and switching road and directional signs. Soldiers found a countryside overgrown and swampy. It was easy for soldiers to get lost. One tank column of opposition forces came upon one of Sutton's switched signs at the junction of a very restrictive road. The tank commander led his element down the road, only to discover a dead end with no room to turn around. Sutton's soldiers identified this commander leading the tanks—Brigadier General George S. Patton of the 2d Armored Division!

Sutton assumed duties as the S-2 (intelligence) and then the S-3 (operations) officer of the 144th Infantry Regiment in January 1941. The Army promoted him to lieutenant colonel (temporary) on 5 March 1941. On 8 December 1941, the 144th Infantry Regiment received detachment orders from the 36th Infantry Division and went to Fort Lewis, Washington, where the regiment deployed as part of the primary defense for the Pacific coast, under the Western Defense Command. At this time, Japanese submarines operated off the coast. The unit assumed defensive responsibilities from the northern part of Puget Sound to the California state line, which included bridges, tunnels, and other potential enemy targets in bays, coves, and inland strategic installations. Commanding a battalion, Sutton had his headquarters at several different posts, including Longview, Washington; Camp Bonneville, Oregon; and San Francisco, California.

Sutton attended the Command and General Staff School from September to November 1942. In January 1943, his regiment transferred to the east coast, where he commanded a battalion combat team with a detachment of light infantry tanks. The Army assigned the regiment to Carolina Beach, North Carolina, part of the Eastern Defense Command. The unit operated from Fort Fisher, an old Civil War post. To keep the esprit de corps of his predominantly Texan troops high, Sutton brought some soil in from Texas, and in a ceremony spread it around the post area. In February 1944, the 144th moved to Camp Dorn, Mississippi, to train the newly formed 63d Infantry Division.

Sutton commanded the Fourth Army Antiaircraft Firing Center at Camp Donna Anna, near Fort Bliss, Texas from July to November 1944. In December 1944, he joined a small group of 18 field grade officers who flew into France as reinforcements during the Battle of the Bulge. Sutton took command of a unit that belonged to the 333d Infantry Regiment, 84th Infantry Division on 23 December 1944. On 1 January 1945, Sutton assumed command of the 3d Battalion, 334th Infantry Regiment, 84th Infantry Division. He led the regiment as commander in March 1945. He served in combat with the regiment in France, Belgium, Holland, and Germany until he sustained serious wounds in action on 7 April 1945. At the time he received his wounds, he personally led his troops in an attack upon a built-up position. He went to the 188th General Hospital in Britain and then back to the United States for convalescence. The



Lieutenant Colonel William J. Sutton, circa 1942 to 1943. (Courtesy of Colonel & Mrs. William J. Sutton, III)



Lieutenant Colonel Sutton celebrates his birthday with the 144th Infantry Regiment in North Carolina, 9 April 1943. (Courtesy of Colonel & Mrs. William J. Sutton, III)

prognosis indicated that he might not walk again. For his action, Sutton received the Silver Star and the Purple Heart.

Upon his recovery in November 1945, he performed duties as executive officer of the 38th Infantry Regiment and then commander until he returned to Germany in June 1946 as deputy G-2 and then G-2 of the US Constabulary. He served with the US Constabulary in Germany until 3 June 1949.

Sutton returned to his permanent rank of captain in the Regular Army on 5 July 1946. He completed the Strategic Intelligence Course in 1947, and received a promotion to major in the Regular Army on 1 July 1948. He also graduated in 1949 from the Land/Air Warfare School, located at Old Sarum, England.

After he returned to the United States in June 1949, the Army appointed Sutton as the chief of the Training Branch, Intelligence Division, US Army General Staff. He left the Regular Army to enter private business on 14 September 1949. The Army promoted Sutton to colonel in the Army Reserve on 15 September 1949.

In his civilian life, Sutton became the director of field operations for the Armed Forces Mutual Life Insurance Company in San Antonio, Texas. General Jonathan M. Wainwright initially headed this company. Sutton directed insurance activities, reviewed contracts covering insurance risks, and supervised records maintenance relating to insurance coverage. He also directed the training program for employees.

Sutton joined the 4604th Logistical Division (Training) in November 1949. He joined the 90th Infantry Division in San Antonio, Texas in July 1950 and served successively as commanding officer of the 357th Infantry Regiment and division chief of staff. He took the position of assistant division commander on 1 October 1950 and performed that job until 28 November 1960. Sutton received his first star on 20 January 1956.

Sutton completed the United States Air Force Air-Ground Operations School in 1957. He assumed duties as the mobilization designee deputy commanding general for reserve forces, Headquarters, United States Continental Army Command, on 29 November 1960. He received a promotion to major general on 1 December 1960.

General Sutton took office as the chief of the Army Reserve on 1 September 1963. One of the major challenges that he faced during his term involved responding to the intention of Secretary of Defense Robert McNamara, as announced in 1965, to merge the Army Reserve and the Army National Guard. Sutton, the only senior officer in the Pentagon to nonconcur with the secretary's decision, boldly testified against the plan before Congress. In his effort to save the Army Reserve, Sutton's allies included: Julius Ochs Adler, an Army Reserve major general and general manager of the *New York Times*; S.L.A. Marshall, an Army Reserve brigadier general and prominent military historian; Frank McCarthy, artist and a master technician for Twentieth Century Fox; Henry Cabot Lodge, an Army Reservist, former senator, and ambassador to Vietnam; and Hanson Baldwin, a prominent military writer. Following multiple studies and a major fight, the proposal finally died in 1967 with the passage of Public Law 90-168, also known as the Reserve Forces Bill of Rights and Vitalization Act.

As Secretary McNamara's Army Reserve-National Guard merger proposal lost support, the secretary of defense modified his position. He proposed that if the Army Reserve survived, it would consist only of combat support and combat service support units. Sutton opposed that plan as well, maintaining that if the Army separated those types of units from the combat units, Army Reserve training, recruiting, and funding could suffer. Sutton managed to retain three infantry brigades: the 205th Separate Infantry Brigade, Fort Snelling, Minnesota; the 157th Separate Infantry Brigade, Horsham, Pennsylvania; and the 187th Separate Infantry Brigade, of

Massachusetts. The Army Reserve also kept the 3d Battalion, 67th Armor; the 100th Battalion, 442d Infantry of World War II fame; and the 3d Battalion, 3d Infantry Regiment.\*

During Sutton's tenure as chief, very few women served in the Army or Army Reserve. Sutton directed that Army Reserve recruiters work to increase the number of women in the Army Reserve during the Vietnam War. He helped implement the Junior W.A.C. (Women's Army Corps) Program. The program allowed female college juniors to enlist in the Army Reserve at the rank of specialist four (E-4). Following their junior year, they completed four weeks of basic training, and they underwent a twelve-week period of officer training at Fort McClellan. After successful completion of the program, the Army commissioned the women as second lieutenants. Sutton also promoted the increase of minorities in the Army Reserve and pushed for the promotion of senior black officers to the general officer ranks.

At the time General Sutton took office as the chief of the Army Reserve, the position remained a discretionary appointment of the secretary of the Army. This changed under Public Law 90-168, effective 1 January 1968, and led to Sutton's appointment as the first statutory chief of the Army Reserve.

Sutton supported the commitment of Army Reserve units and individual soldiers in the Vietnam War. He worked to show the American public an Army Reserve trained and ready to go to Vietnam. Some 35 Army Reserve units deployed to Vietnam during the war, while another 7 mobilized and received assignments to the Strategic Army Forces (STRAF). Throughout the war, Sutton also urged Army Reserve commanders to resist enlisting men that appeared to join the reserve in order to avoid service in Vietnam.

Sutton stood dedicated to his goals for the Army Reserve. Colonel Wil Ebel, his assistant executive officer, recalled an evening ritual of going to Sutton's home, having dinner, and then resuming work. Sutton often called Army Reserve generals in the evening. He kept them aware of national defense issues through regular mailings to the field. He spent many weekends visiting reserve units in the field and speaking to groups, like the Reserve Officers Association. As a leader, he possessed persuasive skills, with both colleagues, members of Congress, and subordinates. Sutton led by example, demanding and rewarding hard work from his subordinates. Ebel recalled Sutton as fiercely loyal to his subordinates.

Sutton stressed the wear of shoulder patches by Army Reservists and had many new distinctive unit insignia (crests) designed. He established civilian lapel pins for use by Army Reserve soldiers. He appeared on the Ed Sullivan television show in 1968 to promote the 60th

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\* Following the Bottom-Up Review, a 1993 assessment of military requirements by Secretary of Defense Les Aspin, the 157th, 187th, and 205th Infantry Brigades inactivated from 1994 to 1995. The 3d Battalion, 67th Armor withdrew on 1 March 1975 from the Army Reserve and was allotted to the Regular Army. The Army redesignated the unit as the 3d Battalion, 67th Armor, assigned to the 2d Armored Division, and activated at Fort Hood, Texas.

birthday of the Army Reserve. Under Sutton's leadership, the Individual Ready Reserve received focused management. He oversaw the development of the Army Reserve's Advisor and Technician Program, and the formation of 18 Army Reserve commands, which existed until 1996.\* He ensured all Army Reserve units then in existence received placement under reserve general officer commands. While Sutton served as the chief, the Army Reserve enlarged and improved its school system. Army Reservists also mobilized during the first postal strike in US history in March 1970.

In 1970, Sutton received the annual award of the Civil Affairs Association for Outstanding Contributions in the Field of Civil Affairs. He retired from the Army on 31 May 1971. He remained active in the Reserve Officers Association, the Association of the United States Army, the Military Order of World Wars, and the American Legion. The Reserve Officers Association inducted him into its Minuteman Hall of Fame for his implementation of the successful regional organizational structure. Sutton completed two terms as the president of the Alamo Chapter of the Association of the United States Army. He served as the president of the Fourth Region and as the national vice president of the association. He officiated as vice president of the San Antonio Chapter of the Reserve Officers Association. He commanded American Legion Post No. 46 in Washington, DC, and sat on the National Board of Directors of the Military Order of World Wars. Sutton served on the Board of Directors of the Army Aviation Association and the Board of Directors of the National Rifle Association. He had a longtime interest in marksmanship training, and he believed that soldiers should know how to shoot. In 2001, the Senior Army Reserve Commanders Association inducted Sutton into its Hall of Fame.

Sutton contributed extensively and anonymously to a wide range and number of charities and non-profit organizations. He viewed military service as a privilege and a responsibility of American citizens. He deeply involved himself in civic affairs. He enjoyed hunting and swimming. Sutton, a very personable man, also loved to do magic tricks with cards, coins, and other objects. He died at his home in Arlington, Virginia, on 9 September 1972, after which his family interred his remains in Arlington National Cemetery.

**Awards and Decorations:** Distinguished Service Medal; Silver Star; Legion of Merit with Oak Leaf Cluster; Bronze Star Medal with Oak Leaf Cluster; Purple Heart; Army Commendation Medal; American Campaign Medal; American Defense Service Medal; European-African-Middle Eastern Campaign Medal; World War II Victory Medal; Army of Occupation Medal (Germany); National Defense Service Medal; Armed Forces Reserve Medal with three Ten Year

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\* The sole remaining Army Reserve Command is the 7th ARCOM, stationed in Heidelberg, Germany.

Devices; Presidential Unit Citation; Combat Infantryman Badge; Distinguished Marksman Badge; and Distinguished Pistol Shot Badge.

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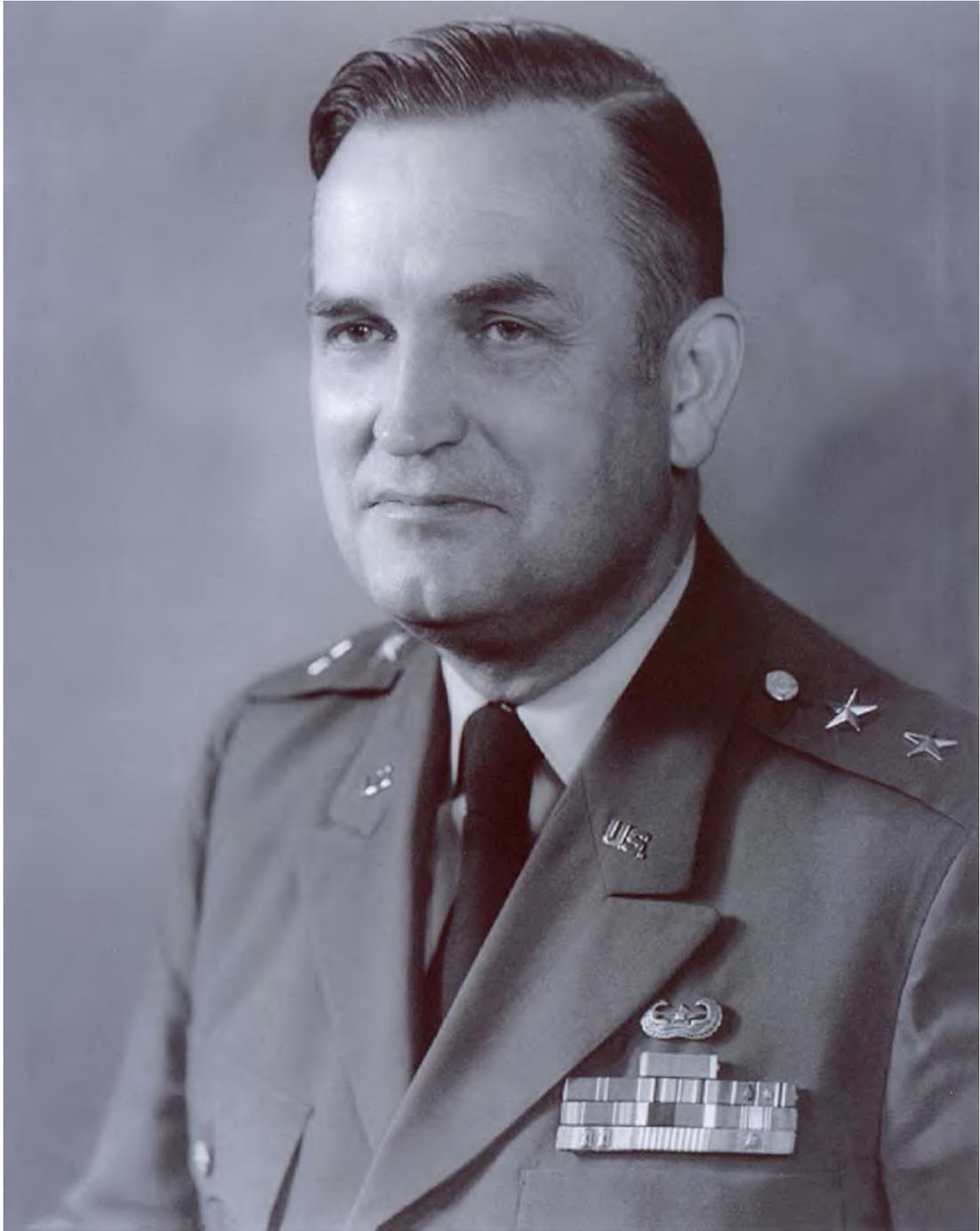
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Major General J. Milnor Roberts, Jr., 9 June 1971. (US Army Photo)

**Major General James Milnor Roberts, Jr.**  
**Chief, Army Reserve**  
**1 June 1971 – 31 May 1975**

J. Milnor Roberts, Jr., born on 16 September 1918 to James Milnor Roberts, Sr., and Elizabeth Bennett, grew up in Pittsburgh, Pennsylvania. On his father's side of the family, he was a direct descendant of one of General George Washington's commanders at Valley Forge, Colonel George Gibson, who later lost his life at the Battle of Fallen Timbers in the campaign for the Northwest Territories in 1791. Roberts' father served as a combat engineer officer with the 79th Infantry Division during World War I. The division saw action in France, including the Meuse-Argonne campaign. Growing up hearing stories of his father's career in the Army, as well as those of his uncle who graduated from West Point, Milnor Roberts developed an early interest in the military, even taking up a hobby of making lead toy soldiers.

He went to Lehigh University in Bethlehem, Pennsylvania, from 1936 to 1940 and received a bachelor of science degree with a major in metallurgy. He entered the ROTC program at Lehigh while a freshman. During the summer camp of 1939, Cadet Roberts spent six weeks training at Camp Meade, Maryland. The training included familiarity with and firing all the small arms used by the Army, including the bolt action Springfield rifle, the Browning Automatic Rifle, the M3 37 mm anti-tank gun, and trench mortars. He completed the ROTC program at Lehigh and received a commission as an Infantry second lieutenant in the Officer Reserve Corps on 22 May 1940. After receiving his commission, Roberts took correspondence courses to prepare himself for future promotion.

On 7 December 1941, as the United States stood on the brink of World War II, Roberts worked as assistant to the Detroit sales manager of Kennametal, Inc. The company manufactured tungsten carbide tools and wear-resistant parts for the defense industry. The Army placed him on active duty on 4 January 1942, and he attended the Infantry Officer Basic Course at Fort Benning, Georgia. Roberts served as a machine gun instructor at the Officer Candidate School at Fort Benning in May 1942. The number of students coming through the school remained quite high—in August 1942, the school graduated one class every day, five days a week. Each class consisted of approximately 190 students. Roberts instructed them on the use of the water-cooled Browning .30-caliber machine gun (Model 1917A1) and the air-cooled Browning light machine gun. Roberts remained an instructor until the summer of 1943. He received a promotion to first lieutenant on 15 July 1942 and then to captain on 1 March 1943. As he grew frustrated with the repetitive duties of teaching the machine gun, Roberts volunteered for the Airborne School. He assumed command of Company E, 190th Glider Infantry, stationed

First Lieutenant James M. Roberts, Jr. in July 1942, while he served on the faculty of the Infantry School, Fort Benning, Georgia. (Courtesy of Major General [Retired] Roberts)



at Fort Bragg and Camp Mackall, North Carolina. The Army assigned the regiment to the 13th Airborne Division, the last airborne division organized.

In 1943, Roberts assumed command of Company E, 88th Glider Infantry Regiment, 13th Airborne Division. He received detachment orders from the 13th Airborne Division in April 1944. He went to the United Kingdom as part of a group of officers who could serve as replacements for anticipated D-Day losses. The Army assigned Roberts to Headquarters, V Corps. As the invasion day approached, V Corps Commander Major General Leonard T. Gerow, was assigned responsibility for the Allied landings at Omaha Beach. He searched for an aide to report the details and progress of the pending invasion. Roberts, attached briefly to the 101st Airborne Division, had glider experience. Based on Roberts' glider experience, V Corps selected him for the aide's job on 1 June. He prepared himself for his duties about one week before D-

Day, 6 June 1944. As part of his preparation, he received the operation plan known as the NEPTUNE Plan\* to read, a document he found to be the size of a thick telephone book.

He sailed for Normandy from Plymouth, England, on 5 June 1944 on the S.S. *Charles Carroll*. In the early afternoon of 6 June, Roberts accompanied the 115th Infantry Regiment in an LCI (Landing Craft-Infantry) landing at Easy Red Beach. As the troops went over the side, enemy fire killed the coxswain of his craft. Roberts observed many soldiers killed or drowned as they attempted to make the beach. He came under enemy fire when he hit the beach. When he dropped down and attempted to return fire, he found his carbine filled with sand and seawater. He immediately field stripped his weapon, cleaned it, and reassembled it, but discovered the enemy soldier who fired on him gone. He later recalled with sadness that many places on that part of the beach were indeed red. When he reached the bluff above Omaha Beach, the unbelievable sight of innumerable Allied cruisers, destroyers, landing craft, merchant ships, oilers, and other vessels spread for miles below greatly impressed him.

Following the Normandy Invasion and the subsequent Allied breakout at St. Lô, Roberts' unit participated in the liberation of Paris on 25 August 1944. On 9 December 1944, he advanced in rank to major. He assumed duties as the executive officer for V Corps' G-5 (civil affairs) section and later the assistant G-2 (intelligence) for the corps. When the Germans surrendered on 8 May 1945, Roberts' unit operated near Pilsen, Czechoslovakia. By the end of the war, Roberts participated in five campaigns in Europe: Normandy, Northern France, Ardennes, Rhineland, and Central Europe.

The Army released Roberts from active duty in 1945. He joined the Organized Reserve Corps as a major on 31 January 1946. On 15 March 1947, Roberts married Virginia Lee Sykes. They had two sons, two daughters, and eight grandchildren. Mrs. Roberts died in April 1995.

Upon his return to civilian life, Roberts went to work for his father-in-law at the advertising and public relations firm of Sykes Advertising, Inc., Pittsburgh. He worked as the secretary-treasurer of the firm from 1947 to 1954, and president and director from 1954 to 1970. He served as the director of the National Advertising Agency Network from 1963 to 1966.

Roberts joined the 1st Battle Group, 314th Infantry Regiment, US Army Reserve, headquartered in Pittsburgh, Pennsylvania in 1947. He served as the intelligence officer and the operations officer. Promoted to lieutenant colonel on 20 June 1956, Roberts advanced to the rank of colonel on 9 September 1959. He assumed command of the 1st Battle Group in 1959 and remained in command until 1962. In June 1963, he took a position as the commander of the Combat Command Section, 79th Command Headquarters (Divisional), Upper Darby,

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\* Code name for the assault plan in the Normandy Invasion. The Allied planners dubbed the landing phase at all five beaches at Normandy as Operation Overlord.

Pennsylvania. Roberts graduated from the Command and General Staff College in 1962, the National Defense University in 1963, and the Army War College in March 1970.

In April 1964, the Army selected Roberts as the executive officer (mobilization designee) of the Civil Liaison Division, Office of the Chief of Information, Department of the Army. In December 1967, he took command of the 99th Army Reserve Command, headquartered in Pittsburgh. He received his first star on 9 May 1968. While in command of the 99th, he also served as an alternative member for the First Army on the Army Reserve Forces Policy Committee.



Major General James M. Roberts, Jr., in September 1972. (Courtesy of Major General [Retired] Roberts)

General Roberts assumed duties as the deputy chief of the Army Reserve on 1 October 1970 and served in that office until May 1971. He came to the office as the first general officer to hold the position, a post formerly held by active Army colonels. The Army promoted him to major general on 5 April 1971. On 1 June he took office as the chief of the Army Reserve following his nomination by President Richard Nixon and his confirmation by the US Senate. Roberts found his tour as deputy chief of great value to him, as he already possessed a familiarity with Pentagon operations. During his tenure as chief, the nation eliminated the military draft. No longer able to attract recruits from the large pool of young men seeking an alternative to active duty, the Army Reserve faced a serious drop in enlistments. Other major issues that concerned General Roberts as chief included Army Reserve readiness, retention and recruitment, and the fostering of positive relationships with the Army National Guard.

During the early 1970s, approximately 750 female soldiers served in the Army Reserve, most serving as nurses. Roberts expressed his concerns to the Army's G-1 that the military overlooked half the population. He vowed to change that and launched a recruiting effort to bring women into Army Reserve units. The Army Reserve established the Civilian Acquired Skills Program (CASP) in 1972 and focused on skills that potential female recruits possessed. When Roberts left office on 31 May 1975, approximately 15,000 women served in the Army Reserve out of a total number of 225,000 troop program unit reserve members.

Roberts also focused on recruiting minorities. When he arrived at the Pentagon in 1970, no more than two percent of the Army Reserve force consisted of black soldiers. The establishment of a one to two percent over-strength allowance for minorities marked a significant change that affected the numbers of minorities in the Army Reserve. The first black Army Reserve officer promoted to brigadier general, John Q. T. King, received his star on 8 February 1974. By the end of Roberts' tenure, between eight and nine percent of the Army Reserve consisted of black soldiers.

Another important change during General Roberts' term as chief came with the implementation of Secretary of Defense Melvin Laird's Total Force Policy of 1969. Noticeable improvements came in 1971, when the Army started to assign more modern equipment to the Army Reserve. In 1974, Roberts also launched a program dubbed TOPSTAR. The initiative, which took about two years to implement, aimed at providing career management on an individual basis to Army Reserve officers in the same manner as active Army officers. The program required reassignment of positions and limitations on tenure in command and staff positions.

Following his retirement, Roberts maintained his close association with the Army Reserve, taking office as the executive director of the Reserve Officers Association from October 1975 to 1984. He remains a member of the Reserve Officers Association, the American Security

Council, the Association of the US Army, and the Military Order of World Wars. He served as president of the Fort Pitt Chapter of the Association of the US Army in 1968 and commander of the Pittsburgh Chapter of the Military Order of World Wars from 1965 to 1966.

In 1987, Roberts joined High Frontier, an organization that promotes defense against ballistic missiles. He functioned as the secretary-treasurer of the organization from 1996 to 2000. Roberts became the president of High Frontier in 2000 and assumed duties as director in 1995. He received national recognition by *Time* magazine as a "Leader of Tomorrow" in 1975. In 1973, the Sigma Chi fraternity named him a Significant SIG. As the featured speaker on military and foreign policy subjects before many audiences throughout the United States, Roberts has also appeared on television and radio programs, including ABC's Nightline. He is the author of many magazine articles and editorials. His biography appears in the current edition of *Who's Who in America*.

Roberts is the legislative director of the Space Transportation Association, president of the National Historical Intelligence Museum, and chairman of the Dwight D. Eisenhower Society, holding the latter position since 1992. He served as the president of the National Intelligence Study Center. Following the Soviet Union's invasion of Afghanistan in December 1979, he acted as the chairman for the Committee for a Free Afghanistan from 1983 to 1993.

Roberts played an active role in community activities for many years. He directed the Pittsburgh Jaycees from 1947 to 1949. From 1969 to 1970, he headed the Pittsburgh YMCA (Young Men's Christian Association) as director. He served as the executive vice president of the Pittsburgh Wind Symphony Orchestra from 1961 to 1962, and he sat on the board of directors for the Pittsburgh Civic Light Opera from 1956 to 1970.

Roberts has membership in the Society of Cincinnatus, an organization for descendants of Revolutionary War officers. He belongs to the Sons of the American Revolution, the American Legion, the Veterans of Foreign Wars, the Masons, the Army-Navy Club of Washington, and the Capital Hill Club. He is one time vice president at large of the Society of American Military Engineers. General Roberts married Priscilla Bruce on 4 November 1995. They live in Arlington, Virginia.

**Awards and Decorations:** Distinguished Service Medal; Legion of Merit; Bronze Star Medal; American Campaign Medal; European-African-Middle Eastern Campaign Medal with Silver Star for Five Campaigns and Bronze Arrowhead for participation in the D-Day Normandy Invasion; World War II Victory Medal; Army of Occupation Medal (Germany); National Defense Service Medal; Armed Forces Reserve Medal with two Ten Year Devices; Croix de Guerre with Silver Star (France); and Military Cross of 1939 (Czechoslovakia); and Glider

Badge. In 1984, he received the Navy Distinguished Public Service Medal; the Air Force Exceptional Service Medal; and the Coast Guard Distinguished Public Service Medal.

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Major General Henry Mohr, 2 June 1975. (Photo by Oscar Porter, US Army Photographic Agency)

**Major General Henry Mohr**  
**Chief, Army Reserve**  
**1 June 1975 – 31 May 1979**

Henry Mohr, born 30 November 1919 to Oscar Mohr and Lillian Zorn, grew up in St. Louis, Missouri. His grandfather immigrated from Germany. Henry Mohr attended Normandy High School, St. Louis, and participated in the senior boys' glee club, the mixed chorus, and senior operetta. He served on the school newspaper staff and graduated from Normandy High School, St. Louis in 1937. In 1956, Mohr completed coursework at Washington University, also in St. Louis.

Mohr enlisted in the Army on 6 September 1941. Following basic training, the Army assigned him to Battery A, 11th Field Artillery, 24th Infantry Division, Schofield Barracks, Oahu, Hawaii. He later remarked to his wife, that upon arrival at the station, he felt "safe as a bug in a rug;" but very shortly thereafter, Japan attacked Pearl Harbor and Schofield Barracks on 7 December 1941. Mohr completed Officer Candidate School at Fort Sill, Oklahoma, and received a commission as a second lieutenant in the Field Artillery on 18 August 1942 and was issued orders to Battery B, 80th Field Artillery, 6th Infantry Division. A few days later, on 22 August, Mohr married Dorothy Pauline Carter. They had two sons and one daughter.

During World War II, Mohr gained experience in a wide variety of assignments, including battery motor officer, battery executive officer, battery reconnaissance officer, and S-4 of the 80th Field Artillery Battalion. He saw duty in New Guinea and Luzon in the Philippines, where he participated in several amphibious landings. On 24 October 1943, he received a promotion to first lieutenant. When the United States dropped atomic bombs on Hiroshima and Nagasaki, Japan, the 6th Infantry Division prepared to invade Japan. Following Japan's surrender, the division deployed to Korea, where the soldiers served as part of the occupation force. The Army released Mohr from active duty in March 1946.

Mohr entered the Army Reserve in 1946 and became the S-4 of the 381st Field Artillery Battalion. Most enlisted and officer personnel served and attended training assemblies without pay and used surplus or improvised equipment. The Army Reserve established his date of rank as first lieutenant effective 21 March 1946. While assigned to the battalion, he also served as the service battery commander. In 1949, Mohr assumed command of the 406th Finance Disbursement Section. He then served as battery commander in the 380th Field Artillery Battalion until 1950.

Mohr volunteered for active duty during the Korean War, serving on active duty from November 1950 to March 1953. Initially, he worked as the personnel staff officer of the 4050th Army Service Unit (Tactical) at Fort Sill, Oklahoma. He then assumed duties as the adjutant of

the 18th Field Artillery Group, which deployed to Ansbach, Germany in October 1957. He subsequently became the assistant secretary of general staff, Headquarters, Seventh



Henry Mohr as a high school senior, 1937. (Courtesy of Normandy High School)

Army, located at Stuttgart, Germany. On 2 November 1950, Mohr received promotion to captain. In March 1953, the Army released him from active duty.

Following release from active duty, he returned to the Army Reserve, where the 102d Infantry Division assigned him as the assistant chief of staff, G-3, 102d Infantry Division. Mohr

advanced to the rank of major on 1 December 1955 and then to lieutenant colonel on 6 May 1961. He completed the Field Artillery Officer Advance Course in 1960.

In March 1965, Mohr acted as the operations and training officer (mobilization designee) for the Office of the Chief of the Army Reserve, in Washington, DC. He participated in studies of the light division concept and helped plan the formation of the Army Reserve commands. The Army originally intended for these commands to serve as qualified and trained cadres for combat divisions and other units needed during future conflicts, but Secretary of Defense Robert S. McNamara disapproved the plan.

Upon leaving the Pentagon in November 1967, Mohr returned to his duties as the assistant chief of staff, G-3, in the new 102d United States Army Reserve Command, then located in his hometown of St. Louis. He assumed the position of chief of staff of the 102d in April 1970 and received a promotion to colonel on 18 June. He completed the Command and General Staff College in 1970. In November 1971, he acted as deputy commander of the 102d Army Reserve Command. In June 1972, Mohr accepted the position of deputy commanding general, and then assumed command of the 102d in May 1974. He received his first star on 28 February 1973.

Brigadier General Mohr succeeded Major General J. Milnor Roberts as the chief of the Army Reserve on 1 June 1975. He received his second star on the same day. When Mohr took office, the Army Reserve faced major strength and unit cuts. The Pentagon, in its fiscal year 1976 budget request, asked Congress to reduce Army Reserve strength authorization from 224,800 to 212,400. Mohr responded stating that structure requirements—based on validated contingency plans—called for an Army Reserve strength of more than 260,000. During his tenure, the Army Reserve went through a major restructuring program known as Affiliation. Under that program, the Army aligned many reserve units in an augmentation role with active units. Affiliation preceded the subsequent CAPSTONE program. Mohr successfully pushed for an overseas training program for the Army Reserve and increased reserve participation in mobilization exercises. Under his leadership, the Army Reserve implemented the Officer/Enlisted Personnel Management System-USAR program. Mohr left office on 31 May 1979, and retired on 30 November.

In civilian life, Mohr served as president of Henry Mohr Real Estate in Maryland Heights, Missouri, and the Runny Meade Management Corporation, in St. Louis, until 1 June 1975, when he took office as the chief of the Army Reserve. In 1980, Mohr worked as a columnist on national defense issues for the *St. Louis Globe Democrat* and wrote articles for the Heritage Foundation in Washington, DC. His articles and periodic testimony before the US Congress often focused on serious combat medical care efficiencies in the armed forces and the need to assure availability of doctors, nurses, and other health care specialists during wartime.



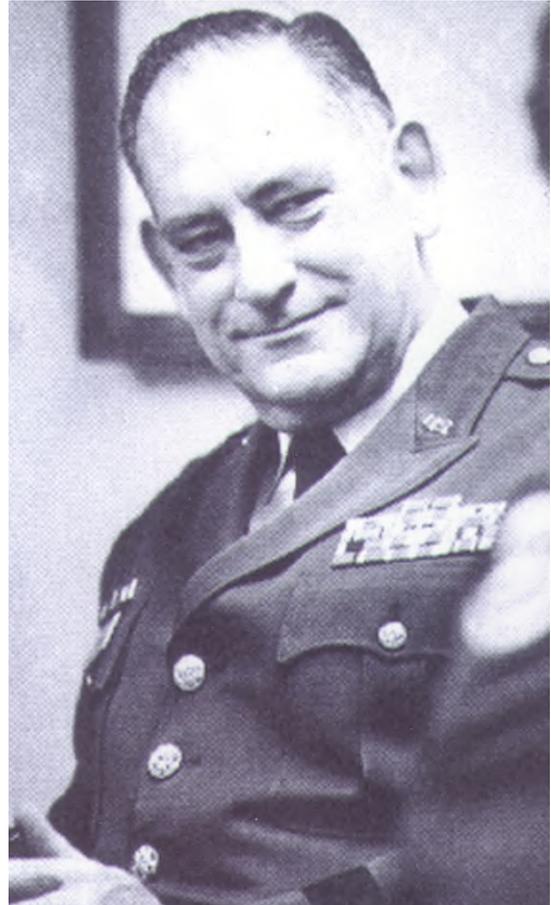
Brigadier General Mohr, while with the 102d US Army Reserve Command, circa 1973-1975. (Courtesy of Mrs. Dorothy Mohr)

Congress passed legislation to correct some of the deficiencies.

In 1989, the Los Angeles-based Creators Syndicate absorbed the Heritage Foundation's Heritage Features Syndicate. Mohr wrote weekly columns for that organization. The articles appeared in newspapers and magazines throughout the United States, Europe, and the Far East until early 1993.

After he retired, Mohr continued to take a deep interest in Army Reserve affairs and maintained contact with the Army Reserve leadership. He sat on the Board of Directors of the Association of the United States Army, St. Louis Chapter. He also officiated on the Board of Directors of the Reserve Officers Association of the United States, Chapter 30. During the Reagan Administration, he belonged to the Board of Advisors that developed the Strategic Defense Initiative, commonly referred to as "Star Wars." General Mohr served in the Senior

Major General Mohr about the time he served as the chief, Army Reserve, 1975. (Photo by *Army Reserve Magazine*)



Army Reserve Commanders Association. In recognition of his service, the association inducted him into its Hall of Fame in 1995. Mohr joined the Military Order of World Wars and the Retired Officers Association. He served on the National Committee for Employer Support of National Guard and Reserve and maintained memberships in the American Legion and the Pearl Harbor Survivors Association. He also belonged to the Cardinal Mindszenty Foundation, Veterans of Foreign Wars, and Disabled American Veterans. General Mohr actively participated in High Frontier, a proponent of space-based anti-missile defense.

Mohr received numerous awards and honors. In June 1973, the City of Lawton, Oklahoma, appointed him an honorary citizen. On 5 December 1973, Kansas City, Missouri, presented him the key to the city. On 8 July 1980, the West Virginia Secretary of State appointed him a West Virginia Ambassador of Good Will. The Heritage Foundation honored him as Journalism Fellow in 1984. In 1987, the Selective Service System awarded Mohr the Meritorious Service Medal. In July 1988, he received knighthood in the Sovereign Military

Order of the Temple of Jerusalem, the second oldest military order in the world.\* The county executive of St. Louis, Missouri, declared 13 September 1990, as “General Henry Mohr Day.” In 1994, the Artillery Officer Candidate School, Fort Sill, Oklahoma, inducted Mohr into its Hall of Fame. That same year, he received admission into the Military Order of St. Barbara,\*\* a prestigious organization for artillerymen. On 21 October 1995, he received the William T. Fitzsimmons Award for his service to the Army Reserve. In 1995, the Senior Army Reserve Commanders Association inducted Mohr into its Hall of Fame.

Mohr had memberships in the Community Chamber of Commerce and the Civil War Round Table, and he supported the Boy Scouts of America. He enjoyed fishing, hunting, flying single engine planes, and had an interest in gem cutting. He died on 6 September 1997, after which his family interred his remains in the Jefferson Barracks National Cemetery, Jefferson Barracks, Missouri.

**Awards and Decoration:** Distinguished Service Medal; Legion of Merit; Bronze Star Medal with "V" Device; Meritorious Service Medal with Oak Leaf Cluster; Army Commendation Medal; Army Reserve Components Achievement Medal; American Defense Service Medal with Campaign Star; American Campaign Medal; Asiatic-Pacific Campaign Medal with Bronze Arrowhead for amphibious landing against enemy-held territories, with three Campaign Stars; World War II Victory Medal; Army of Occupation Medal with Germany Clasp; Army of Occupation Medal with Japan Clasp; National Defense Service Medal; Armed Forces Reserve Medal with Twenty Year Device; Philippine Liberation Medal; and Philippine Presidential Unit Citation.

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\* A group of French knights founded the Knights Templar in 1118 to protect pilgrims traveling to Jerusalem.

\*\* St. Barbara is the patron saint of artillerymen.

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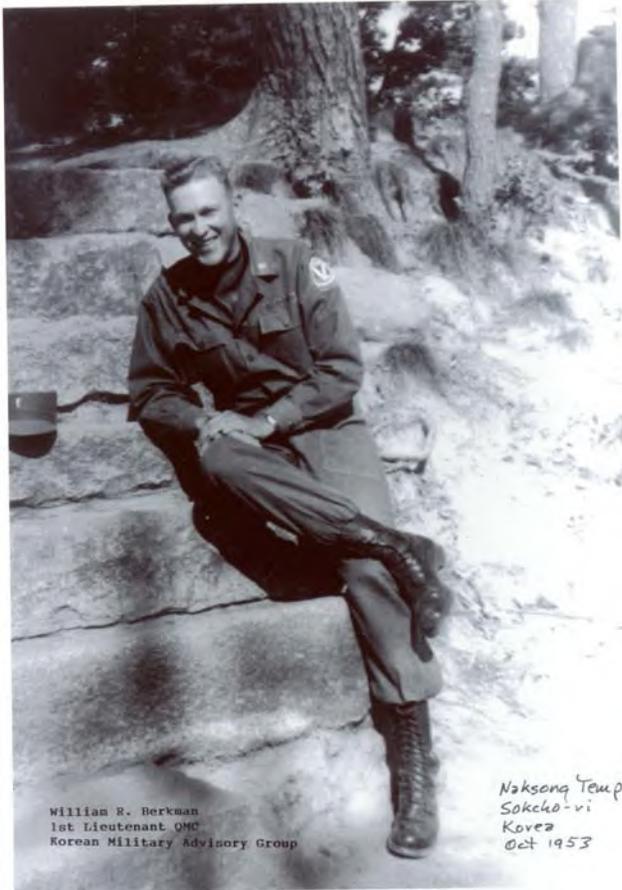
Major General William Berkman, taken 28 July 1987. (Photo by Russell Roederer, US Army Visual)

**Major General William Roger Berkman**  
**Chief, Army Reserve**  
**1 June 1979 – 31 July 1986**

William R. Berkman, born on 29 March 1928 to Carl Berkman and Millie Mikkelson, spent his boyhood in the small town of Chisholm, Minnesota. His father served in the Army very briefly at the end of World War I and later became a lawyer and the postmaster in Chisholm. Young Bill Berkman started school in Chisholm, located in northern Minnesota about 70 miles north of Duluth and in the Masabi Iron Range. He actively participated in Cub Scouts and Boy Scouts. During junior high school, he participated in speaking contests and declamations, as well as the marching band. The Berkman family moved to Berkeley, California, in 1942, following the young Berkman's completion of elementary and junior high schools. After the move to California, Berkman joined the Air Scouts, a wartime organization that was part of the Boy Scouts. He graduated from Berkeley High School.

Berkman attended the University of California at Berkeley. As a land-grant institution, the school required him to take two years of military training. Following the mandatory two-year ROTC program, he decided to continue. He also participated in the university drama and music programs, especially as a member and senior manager of the University of California glee club. He graduated with a bachelor of arts degree in economics and received a commission as a second lieutenant in the Quartermaster Corps on 16 June 1950. The newly commissioned Lieutenant Berkman married Betty Ann Klamt, a University of California classmate, on 17 December 1950. He started graduate studies in economics at the University of California on a delayed entry program.

In February 1952, the Army called Berkman to active duty. He attended the Warehouse Management and Supply Storage Course at Sharpe General Depot, Lathrop, California. He then attended the Quartermaster School at Fort Lee, Virginia, completing the Officer Basic Course in August 1952. The Army assigned him as a quartermaster supply officer to the 369th Engineer Amphibious Support Regiment, at Fort Worden, a post located near Port Townsend, Washington, situated on the northeastern tip of the Olympia Peninsula. As part of the unit's combat mission, the regiment prepared the beach and assisted in amphibious landings. Berkman also attended the Navy's Embarkation and Transport Loading School at Coronado, near San Diego. He participated in major amphibious exercises with his unit, loading at Fort Worden and unloading on beaches in California. His section consisted of 20 to 30 soldiers, primarily Oregon reservists called to active duty for the Korean War.



First Lieutenant William R. Berkman, during his service in Korea, October 1953. (Courtesy of Major General Berkman)

Berkman advanced in rank to first lieutenant on 19 February 1953. He went to Korea near the end of the war, immediately after he completed the Chemical, Biological and Radiological School in Japan. In July 1953, as negotiators finalized the armistice ending the Korean War hostilities, the Army assigned Berkman to the Korean Military Advisory Group. He monitored petroleum, oils, and lubricants supplies that the US military supplied to the Korean Army. His first assignment with a Korean quartermaster battalion took him to the little village of Sokcho-ri, on the eastern coast of Korea, just north of the 38th Parallel. He then moved to another Korean quartermaster battalion located in central South Korea, near the city of Chunchon. During these assignments, Korean language interpreters assisted Berkman. The senior US advisor to the Republic of Korea's I Corps, Colonel Richard Stilwell, mentored Berkman. As the Korean War ended, and his two-year tour on active duty came to completion, Berkman decided to return to civilian life to pursue a law degree.

Upon his return to civilian life in February 1954, Berkman enrolled in law school at the University of California at Berkeley-Boalt Hall. He and his wife lived on her income as a schoolteacher and his GI Bill payments while he finished law school. Berkman served as the managing editor of the *California Law Review* from 1956 to 1957. After he graduated from law school in 1957, he clerked for Judge James Alger Fee of the United States Court of Appeals for the Ninth Circuit. He completed a one-year clerkship and then in 1958 joined the San Francisco law firm of Morrison & Foerster as an associate. The firm eventually developed into the highly successful firm of Morrison, Foerster, Holloway, Clinton, and Clark. Berkman advanced to full membership of that firm in 1967 and remained with them until 1979. While practicing law, he gained experience in both state and federal court litigation, and he practiced business law in the fields of real property sales, acquisition, leasing, and financing.

In 1955, Berkman joined the 445th Civil Affairs Company (Military Government) located in San Pablo and near Berkeley. The unit's mission included economics, law, and many of the areas in which Berkman had an interest. Unit members came from a wide range of vocations, professions, and backgrounds, including: teachers, economists, businessmen, city administrators, policemen, doctors, lawyers, and people in construction. His experiences in civil affairs broadened Berkman's interest in the Army Reserve. He served in various positions in the unit's governmental commerce section until he completed law school. After he graduated from law school, the unit assigned Berkman as the 445th's assistant legal officer. He changed branches from the Quartermaster Corps to Civil Affairs, completing the Civil Affairs Officer Basic Course by correspondence in 1959. On 3 February 1960, he received a promotion to captain.

Berkman completed the nonresident Economics of National Security Course of the Industrial College of the Armed Forces in 1962. He completed the Civil Affairs Officer Advanced Course by correspondence in 1963. He eventually served as the legal officer of the 445th, and once again transferred branches from Civil Affairs to the Judge Advocate General Corps. He completed the Resident Civil Law Course at the Judge Advocate General's School in 1963. Two years later, he graduated from the Officer Advanced Course at the Judge Advocate General's School.

In July 1965, Berkman joined the 351st Civil Affairs Command in Mountain View, California, as the assistant public law officer. On 28 December 1965, he advanced to the rank of major, and three years later, he saw duty as the unit public law officer. The Army promoted Berkman to lieutenant colonel on 18 June 1970. He assumed duty as the deputy commander of the 351st in August 1974. He also completed the nonresident course of the Command and General Staff College in 1971. On 9 August 1973, Berkman received a promotion to colonel. He graduated from the nonresident course of the Army War College in 1974. From June 1975

until May 1979, he served as commander of the 351st. The 351st Civil Affairs Command, a major US Army Reserve command, included all Army Reserve civil affairs, psychological operations, and civil preparedness support units in the Sixth Army area, and served the western United States at that time. Berkman encouraged the subordinate units of his command to develop mutually supporting relationships with geographically compatible or accessible active Army units.

On 6 February 1976, Berkman received his first star. That same year, he completed the nonresident Psychological Operations Unit Officer Course. On 24 May 1979, the Army promoted Berkman to major general. On 1 June 1979, he took office as the chief of the Army Reserve. At the time he entered office, the total Army Reserve strength stood at 186,000. General Berkman initiated a major recruiting effort that involved the active Army. By the end of his tenure in 1986, the Army Reserve had grown to a strength of 287,000. Annual budgets ran in excess of \$2.5 billion for personnel, training, and construction programs.

The CAPSTONE program stands as a major initiative during Berkman's tenure as chief. The concept originated with the mutual support plan as a direct response to the need for improved readiness in reserve units. With the development of training relationships resulting from the CAPSTONE program, overseas deployment training exercises became commonplace, as greater financial resources were committed to reserve training with active units. Berkman also believed that Army Reserve professional development requirements should equal the standards of the active Army. As a result, the early and mid-1980s saw dramatic increases in reservists attending the Sergeants Major Academy and various officer training and senior service college resident and non-resident programs. Between 1979 and 1986, Active Guard and Reserve positions expanded very quickly as the Army Reserve assumed a growing role within the Army. Full-time staff for the Army Reserve from 1979 to the end of fiscal year 1986 grew from 2,480 to 12,157.

In 1983, as Berkman approached the end of his first four-year term, General Max Thurman,\* then the deputy chief of staff for personnel, asked him to serve another term. Berkman agreed, and thus became the second longest-serving chief of the Army Reserve. During Berkman's tenure, on 1 February 1986 the Army created the Army Reserve Personnel Center (ARPERCEN).\*\* The new organization replaced the former Reserve Component Personnel Administration Center and aligned the functional management of reserve personnel under the chief. This reorganization represented a major change since the former Reserve

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\* General Thurman later served as commander-in-chief, US Southern Command and commanded the US forces that launched Operation Just Cause in Panama in late 1989.

\*\* This organization later became the Army Reserve Personnel Command.

Component Personnel Administration Center served as a field-operating agency under the Army's deputy chief of staff for personnel.

In addition to assuming responsibility for the Army Reserve Personnel Center, the position of the chief of the Army Reserve underwent a transition from being an advisor to the chief of staff of the Army to a role of exercising direct command and control over the Army Reserve. For the first time, the chief managed appropriated funds for personnel, operations and maintenance, and construction. The chief also assumed responsibility for development of Army Reserve management policies. The Army introduced these changes in the chief's role and responsibilities in December 1982 and subsequently codified them in *Army Regulation 10-5, Headquarters, Department of the Army*.

In support of the concept of one Army composed of three components, the chief of the Army Reserve and the chief of the National Guard Bureau received membership in the General Staff Council of the chief of staff of the Army. While not a decision-making body, the council gave the Army Reserve and National Guard regular access to the Army chief of staff and opportunities to provide greater visibility for reserve component issues. General Berkman and the chief of the National Guard Bureau also joined the Army System Acquisition Review Council.

Berkman left office on 31 July 1986 and accepted a position as the military executive of the Reserve Forces Policy Board. Congress created the board, composed of flag officers of all the services and the service assistant secretaries for reserve affairs, to advise the secretary of defense on all matters relating to the reserve components. As the military executive of the board, Berkman formulated reports and recommendations for the president, Congress, and the secretary of defense. He also participated in Department of Defense policy councils.

Berkman retired on 31 July 1992, after 40 years of service in both the active Army and the Army Reserve. He continued to serve until 1994 as a consultant to the Reserve Forces Policy Board, then chaired by former Secretary of the Army John O. Marsh. Since 1994, Berkman served as one of five elected members of the Board of Directors, Sausalito-Marín City Sanitary District, Sausalito, California. The district provided wastewater and sewage collection, treatment, and disposal for areas of Marin County, California. He is a member of the State Bar of California, the Federal Bar Association, and the American Bar Association. The District of Columbia Court of Appeals admitted Berkman to practice law before its court. In 1989, the American Bar Association named Berkman chairman of its Standing Committee on Lawyers in the Armed Forces.

In addition to his armed forces official awards and decorations, Berkman received the United States Special Operations Command Medal and the Army Outstanding Civilian Service Medal. In 1982, the Civil Affairs Association presented him its annual award for Outstanding

Contributions in the Field of Civil Affairs. In 2000, the Senior Army Reserve Commanders Association inducted him into its Hall of Fame.

His military affiliations include memberships in the Reserve Officers Association of the United States; the Senior Army Reserve Commanders Association; the Civil Affairs Association, of which he served as president in 1979 and from 1992 to 1999; the Army and Navy Club, Washington, DC; and the Association of the United States Army. Berkman is also the honorary chief of the US Army Reserve Civil Affairs Corps.

Berkman headed the Sausalito Lions Club as president since 1999. From 1986 to 1990, he served as the member of the Board of Governors, the Keck Center for International Strategic Studies at Claremont McKenna College, California. From 1988 to 1992, he worked as a director for the Army Distaff Foundation, Washington, DC. From 1971 to 1974, he also sat as a member of the Board of Library Trustees, Sausalito, California, officiating as president in 1972. General Berkman and his wife, Betty Ann, live in Sausalito, California. They love to travel and enjoy listening to classical music.

**Awards and Decorations:** Defense Distinguished Service Medal; Army Distinguished Service Medal with Oak Leaf Cluster; Defense Superior Service Medal; Legion of Merit with two Oak Leaf Clusters (Army, Navy, and Coast Guard); Meritorious Service Medal; Army Commendation Medal; Army Reserve Components Achievement Medal; National Defense Service Medal; Korean Service Medal; Armed Forces Reserve Medal with two Ten Year Devices; United Nations Service Medal; Army Service Ribbon; and Army Staff Identification Badge.

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Brigadier General Harry J. Mott, II, taken July 1987. (US Army Photo)

**Brigadier General Harry James Mott, III**  
**Acting Chief, Army Reserve**  
**1 August 1986 – 30 November 1986**

Harry J. Mott, III, born in Newark, New Jersey on 5 May 1929, grew up in northern New Jersey and New York City. His father, a journalist who started as a newspaper reporter, eventually worked on the copy desk of the *Daily News*. During World War II, Harry Mott's father enlisted in the Navy at the age of nearly 40, became a Seabee, and served in the South Pacific. One of his uncles, a National Guardsman activated during the war, fueled young Harry Mott's interest in the Army.

Mott participated in the Boy Scouts as a youth, and he earned the rank of Eagle Scout. As a Boy Scout, he served as an air aid warden during World War II, in charge of turning down municipal gas lamps. He joined the US Navy Reserve on 5 February 1947, and received assignment to a surface battalion stationed at Fort Schuyler, New York, home of the New York Maritime Academy. He went to sea for the first time on a destroyer escort, the *USS Kyne* (DE-744), a reserve training ship commissioned on 4 April 1944. During that training cruise, Mott performed duties as a boatswain's striker.\* He soon worked as a quartermaster/signalman striker, with responsibility for checking and maintaining the correct navigational time and operating the ship after steering. He also kept the ship's log and served as helmsman.

Seaman Second Class Mott received a fleet appointment to the US Naval Academy, Annapolis, Maryland, on 25 June 1949. As a midshipman at the academy, he served on the destroyer *USS Barton* (DD-722) during his summer training cruise. Future Texas billionaire and Reform Party presidential candidate (1992 and 1996), Ross Perot, then also a midshipman, roomed opposite Mott during his plebe summer. Another classmate, Carlisle A. H. Trost, later served as the chief of Naval Operations from 1 July 1986 to 29 June 1990. Mott left the academy in his second year for failing calculus.

A few months after he left the Naval Academy, draft board authorities informed Mott of his eligibility for the draft. He enlisted as a private in the US Army on 5 June 1951 and applied for Officer Candidate School. He completed basic training at Fort Dix, New Jersey. Soon after he graduated from basic training and received a promotion to sergeant, the Officer Candidate School at Fort Benning, Georgia, accepted him into its program. His class started just before Thanksgiving 1951. Previously exposed to the Naval Academy regimen, candidate Mott did very well in training. He graduated from Officer Candidate School on 22 May 1952, finishing 28 in a class of 106. He received a commission in the Officers' Reserve Corps as a second lieutenant, Infantry.

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\*With an enlisted rating of Boatswain E-1.

Following commissioning, he attended the Army Airborne School and then the Jumpmaster Course at Fort Benning. His first assignment came in July 1952 as a platoon leader in M Company, 3d Battalion, 39th Infantry Regiment, 9th Infantry Division, at Fort Dix. Mott married Mary E. Graney on 28 June 1952. They had three sons and two daughters. Mott remained at Fort Dix for about six more months before he shipped off to Korea. During those months, he performed an additional duty as M-1 training committee chief for the 39th Infantry Regiment.

Mott received his orders to Korea three days before Christmas 1952. He went to Fort Lewis, Washington, in January 1953, and from there, he briefly went to Camp Casey, Yokohama, Japan. From Japan, he moved to Pusan, Korea. Upon his arrival, Mott joined his new unit in the Kumwha Valley. He went to the 3d Platoon, Heavy Mortar Company, 27th Infantry Regiment, part of the 25th Infantry Division. When he reported to his new unit on St. Patrick's Day, 1953, the division remained in reserve. With most of the major hostilities of the Korean War over, fighting still occurred in the 27th Infantry's sector.

New lieutenants received orientations on the area of operations, which included three days in the front lines. Mott went to a Belgian infantry company on Mortar Ridge just opposite Papa San (Hill 1062). When he reached the company, one of the Belgian soldiers gave him rough directions to the bunker of the American captain advisor. Not realizing that the enemy observed three sides of their hill, Mott proceeded toward the bunker, negotiating a long waist-deep trench. When he reached the awaiting captain, the advisor told him, "Congratulations, lieutenant, you're the first one who made it down this trench line standing up this month."

Following his three days in the line, Mott rejoined his company, then preparing the *Wyoming Line*, the United Nations Command's forward defenses. The line lay near Ch'orwon, Korea. On 4 May 1953, Mott led his platoon across Freedom Bridge to spend 72 days in support of the 3d Battalion, 27th Infantry Regiment, positioned on the left flank of the frontline, located across from Hill 86. During that time, the sector remained relatively quiet. However Mott often came under Chinese fire while on his fire coordination excursions to Pig Outpost. Through his experiences on the frontlines, Mott learned to respect the Chinese soldiers for their tenacity, innovativeness, and courage. He developed skills in team and morale building among soldiers while his platoon lived in very close quarters in bunkers. Mott spent his twenty-fourth birthday on the front and celebrated it by firing 25 rounds toward the enemy—24 for his age and one for "good measure."



Second Lieutenant Harry J. Mott, III, (right) with Second Lieutenant Eugene Girman, the Outpost Pig commanding officer, May 1953. This photo depicts Mott shortly after he returned to the outpost after running through a few hundred yards of small arms fire. Outpost Pig, located just west of Freedom Bridge, Kaesong, Korea, remained as the last major outpost on the west flank of the Korean mainland. (Courtesy of Brigadier General [Retired] Harry J. Mott, III)

First Lieutenant Harry Mott, 27th Infantry Regiment Headquarters, Munsani, Korea, 15 June 1953, displaying a propaganda banner. North Korean or Communist Chinese forces fired the banner into US lines. (Courtesy of Brigadier General [Retired] Harry J. Mott, III)





Photo taken by Lieutenant Mott, 15 August 1953, during Operation Big Switch, somewhere in the "nofire" corridor to Panmunjom, Korea. North Korean prisoners are depicted in the 2 ½-ton truck to the left, while recently released South Korean prisoners are in the ambulance to the right. (Courtesy of Brigadier General [Retired] Harry J. Mott, III)

First Lieutenant Harry Mott at the first Peace Pagoda, Panmunjom, Korea, 15 August 1953, during Operation Big Switch prisoner exchange. (Courtesy of Brigadier General [Retired] Harry J. Mott, III)



Mott received a promotion to first lieutenant on 12 June 1953. He acted as the company reconnaissance officer in August 1953, about one month after the armistice signed at Panmunjom went into effect. At this time, Mott's unit came off the front and again assumed the role of reserve in a blocking position behind Old Baldy (Hill 266), located about one mile south of the infamous Pork Chop Hill. On 15 August, Mott participated in Operation Big Switch, the repatriation of prisoners from both sides. United Nations forces transported enemy prisoners of war by train to a railroad siding, where Mott and other American personnel observed them during preparations for prisoner exchange. The prisoners and their American guards moved by truck to Freedom Village at the demilitarized zone. About halfway to the village and the demilitarized zone, the American guards turned in their weapons at a checkpoint. The remainder of the trip went without incident, and authorities exchanged prisoners from both sides.

Upon his return to the United States in December 1953, Mott went into the US Army Reserve Control Group. In civilian life, Mott worked briefly for a publicity firm until January 1954. Mott then decided to go back to college, enrolling in a local university. In 1956, he received a bachelor of arts degree in economics from Adelphi University, Garden City, New York. While attending Adelphi, he worked as a campus policeman, sold shoes, and worked for the post office. His wife, Mary, also worked so he could complete college. On campus, he served as president of the Classics Club and briefly played on the lacrosse team.

Mott went to work for the Rueben H. Donnelley Corporation three days after he graduated from college. He managed training, production, and computer operations, and worked at staff assignments as administrative assistant to the regional controller, the general production manager, and the vice president for personnel. In 1971, Mott received a promotion to the position of director of personnel of the Dun-Donnelley Publishing Corporation. The president of the corporation at the time, William F. Ward, Jr., later became the chief of the Army Reserve.

In June 1954, Mott joined the 1329th Infantry Division (Reinforcement Training Unit). He initially served as a platoon leader and then became a company commander in May 1958. On 22 May, he advanced to the rank of captain. In October 1963, he assumed command of Headquarters Company, 77th Infantry Division. In May 1965, he became the division information officer. The Army promoted Mott to major on 21 May 1965.

The 77th Infantry Division inactivated on 30 December 1965. In January 1966, Mott assumed duties as the assistant civil information officer of the 356th Civil Affairs Brigade, located in the Bronx, New York. He soon worked as the brigade's civil information officer. He completed the Infantry Officer Career Course (Nonresident) in 1967 and the Civil Affairs Officer Career Course (Nonresident) in 1968. Mott received a promotion to lieutenant colonel on 12 December 1969.

In June 1971, Mott performed duties as the S-1 (personnel) officer of the 356th Civil Affairs Brigade. He completed the Command and General Staff College (Nonresident) the following year. From June 1972 until February 1975, he served as the brigade's assistant economics officer and chief of the Public Facilities Section. Mott received a promotion to colonel on 11 December 1974. In February 1975, the 356th Civil Affairs Brigade chose him as the deputy commander. In April 1977, he assumed command of the brigade. Mott graduated from the Army War College (Nonresident) in 1977.

In his civilian career, Mott took a job as the secretary of Dun-Donnelley Publishing Corporation in 1972. The corporation promoted him to vice president of administrative services in early 1974. He later attended the New York University Graduate School of Public Administration and the Foreign Service Institute for Advanced Studies in African Affairs. He completed the Senior Managers in Government Program, Harvard University, Cambridge, Massachusetts, in 1984. In May 1977, Mott joined the Office of Operations, Office of the Mayor, New York City. He remained on this task force for about two years, serving under Mayors Abraham Beame and Edward Koch. In August 1978, the Reuben H. Donnelley Corporation appointed Mott director of special projects and task forces.

Beginning in March 1979, Mott managed the Employee Benefits Operation for the Dun and Bradstreet Corporation. Because of his extensive background in line and staff management, his military command experience, and his civil affairs expertise, Dun & Bradstreet selected Mott in May 1982 as its executive representative on the Economic Development Council of New York City. The city charged this team of private business executives with improving the management and operations of the New York City Transit Authority, with primary responsibility for improving the operations of the City Transit Police.

In January 1978, Mott accepted the position of deputy commander of the 353rd Civil Affairs Command, Bronx, New York. In October 1979, he assumed command of the 800th Military Police Group, Hempstead, New York. That same year, he completed the Military Police Officer Advanced Orientation (Nonresident). In December 1981, Mott returned to the 353rd Civil Affairs Command as commanding officer. He received his first star on 5 August 1982.

General Mott took office as the deputy chief of the Army Reserve in March 1983. When he reported to the Pentagon, he discovered that there were 52 computer-generated pages of overdue suspenses at the Office of the Chief of the Army Reserve. Mott worked to reduce this backlog and managed the Army Reserve budget along with the Comptroller's Office. One of his initiatives, an air gun program designed for reserve centers throughout the Army Reserve, provided a more cost-effective method of training soldiers to improve marksmanship. Mott also encouraged the computerization of operations in the Office of the Chief of the Army Reserve.



Officers of Heavy Mortar Company, 27th Infantry Regiment, 25th Infantry Division. (Front row, left to right) Lieutenant Steve Selway and Lieutenant Harry Mott. (Standing, left to right) Warrant Officer "Scottie" Scott, Lieutenant Pete Everson, Lieutenant Sucher, and Lieutenant Wilbert Lanier. Lieutenant Fred Tress, the commanding officer, took the photo in Korea in early 1953 with Lieutenant Selway's slide camera. (Courtesy of Steve Selway)

Lieutenant Mott in front of the commanding officer's tent, Heavy Mortar Company, 27th Infantry Regiment, 25th Infantry Division. Photo taken in Korea in early 1953. (Courtesy of Steve Selway)



He traveled extensively for the Army Reserve, generally spending Monday through Friday at the Pentagon and visiting units on the weekends. He completed the Psychological Operations Course (Nonresident) in 1984.

Major General William Berkman left the post of chief to become the military executive of the Reserve Forces Policy Board in August 1986. On 1 August, General Mott assumed duties as the acting chief of the Army Reserve. During his tenure as acting chief, he fought Department of Army-level efforts to take the Army Reserve Personnel Center from the Army Reserve. He also worked to save several units from inactivation and to procure better funding for the Army Reserve. He officially adopted the slogan, "Twice the Citizen," for the Army Reserve.

Following the appointment of Major General William F. Ward, Jr., as chief of the Army Reserve on 1 December 1986, Mott resumed his duties as deputy chief. He continued in that capacity until 31 July 1987. He retired on 5 August with more than 35 years of active commissioned service and a total of more than 40 years of service.

The Infantry Officer Candidate School inducted Mott into its Hall of Fame. He served as the executive vice president and executive director of the Soldiers', Sailors', and Airmen's Club, Inc., New York City. He is a member of the Order of Military Medical Merit, as well as a member of the Galleries of Honor at the Sergeants Major Academy, Fort Bliss, Texas. The Army Reserve honored Mott with an award that is presented annually to the individual who does the most in the year to promote Army Reserve marksmanship—the BG Harry J. Mott, III Shooter's Trophy. He is a recipient of the New York State Conspicuous Service Medal. He functioned as a national executive committeeman of the Reserve Officers Association from 1989 to 1991. Mott served as the Army vice president of the Reserve Officers Association from 1991 to 1992. He distinguished himself as the longest serving member of the National Board for the Promotion of Rifle Practice, a position he held from 1985 to 1995. Mott enjoys hunting and fishing. He and his wife, Mary, live in Hempstead, Long Island, New York.

**Awards and Decorations:** Distinguished Service Medal; Bronze Star Medal; Meritorious Service Medal with Oak Leaf Cluster; Army Commendation Medal; Army Achievement Medal; Army Reserve Components Achievement Medal with two Oak Leaf Clusters; National Defense Service Medal with Bronze Service Star; Korean Service Medal with Two Bronze Campaign Stars; Armed Forces Reserve Medal with Two Hour Glass Devices; United Nations Service Medal; Republic of Korea War Service Medal; Republic of Korea Presidential Unit Citation; Army Service Ribbon; Army Reserve Components Overseas Training Ribbon; Combat Infantryman Badge; Parachutists Badge; and Department of the Army Staff Identification Badge.

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Major General William F. Ward, Jr., 1991. (US Army Photo)

**Major General William Francis Ward, Jr.**  
**Chief, Army Reserve**  
**1 December 1986 – 31 July 1991**

William F. ("Bill") Ward, Jr., born in Everett, Massachusetts on 23 August 1928 to William Francis Ward, Sr., and Helen Schriber, grew up in Canton, Massachusetts, a small town of 4,000, located about fifteen miles south of Boston. Despite Canton's close proximity to Boston, the major industry of the town remained truck farming. William Ward, Sr., the son of a jurist and local politician, served as a naval officer during World War I and, like his father, graduated from Boston College. He served in the US Navy Reserve and operated a travel agency and a steamship line throughout much of Bill Ward's youth. William Ward, Sr., also founded and held shares in a rubber processing company in Canton. Helen Schriber Ward went to a business school and then worked in ticket sales at an RKO theater.

Ward attended a private parochial school the first four years of his education. His parents felt the affects of the Great Depression as he grew older, and he transferred to a public school. He enrolled in Canton High School and graduated with a class of 47 students. During his high school years, Ward served as a captain of the school basketball team and played in a hockey club. He also played baseball and football in high school. He did well in academics and received an award for academic excellence from the American Legion. In his spare time, he worked as meat cutter at the First National store and as the fish manager on Fridays and Saturdays.

Ward enrolled in the Junior ROTC program in high school and started his military career at the age of 16 when he joined the Massachusetts State Guard. He drilled at the Norwood Armory. He participated in the local Civil Air Patrol unit, which in the days before radar, spotted enemy aircraft attempting to enter US airspace. He hoped to go to the US Naval Academy, but when he became eligible for appointment, no openings were available. He instead applied for the United States Military Academy and received a telegram of nomination on Christmas Eve 1945.

Ward entered West Point and played on the baseball team as catcher. He started on the academy hockey team as a plebe and later helped found the academy weight-lifting club. In his spare time, he did mountain climbing, particularly at Storm King Mountain. Several of his classmates were World War II veterans, many of them wounded in combat. Three of his classmates—astronaut Frank Borman, Filipino President Fidel Ramos, and future Army Chief of Staff John A. Wickham, Jr.—graduated with Ward. Sixty-four members of his class rose to the rank of general officer, including 42 in the US Army, 21 in the US Air Force, and 1 in the Philippines. Ward graduated from the academy in 1950 with a bachelor of science degree in

military engineering. He ranked 226 in a class of 670, receiving his commission as a second lieutenant in the Cavalry on 2 June 1950. Nine days later, he married Elaine L. Wilson, his sweetheart since his sophomore year at the academy. They had three sons and two daughters. Mrs. Ward died in October 1993.

Ward, like other class of 1950 academy graduates, did not report to his officer basic course right away. Ward went directly to the 56th Amphibious Tank and Tractor Battalion as a platoon leader at Camp Casey, Washington. Camp Casey, along with Fort Flagler and Fort Worden, were three forts in the Strait of Juan de Fuca.\* His battalion, part of the 2d Engineer Brigade, landed at Inch'on, Korea with the US Marines later that year.

Since Ward had never been in an amphibious tank, he performed paperwork duties at Fort Worden in August 1950. Ward acted as the personnel officer for the 2d Brigade. His first experience with reserve units came around Labor Day 1950, when the 747th Amphibious Tank Battalion arrived from Florida with its fully-authorized strength, about half of the required strength. He assumed responsibilities for billeting the unit and ensuring the welfare of the soldiers. In September 1950, Ward received an assignment as the training officer for the 31st Anti-Aircraft Artillery Brigade at Fort Lewis, Washington. During this time, he acted as company commander for a brigade unit he trained and then helped send to Korea. He left that unit in October 1950, first reporting to the troop replacement depot at Camp Drake, near Tokyo. He then moved on to Korea, where he took a position as platoon leader for 1st Platoon, F Troop, 5th Cavalry Regiment until the Thanksgiving Offensive. Being an armor officer, he received an assignment with the regimental tank company at Pyong Yang. However, because of the Chinese offensive, the Americans needed to destroy the M-26 tanks to prevent capture by the Chinese. In December 1950, Ward joined the 70th Tank Battalion (Heavy) in Korea, where he assumed duties as an assistant platoon leader of the Reconnaissance Platoon. The Chinese Communist forces launched their counteroffensive into North Korea in November 1950. The 70th Tank Battalion, organic to the 1st Cavalry Division, almost never went into reserve while Ward served with the unit. Because he had not attended the Officer Basic Course, he got inside of a tank for the first time about twenty minutes before his first engagement in Korea. Shortly after he joined the platoon, Lieutenant General Matthew B. Ridgway, commanding general of the Eighth Army, directed the 70th Tank Battalion to conduct reconnaissance missions as part of Task Force Johnson. The task force moved to Yangji-ri and encountered no opposition until it reached the heights near Yangji-ri. In February 1951, Lieutenant Ward became the reconnaissance platoon leader of the 70th. His platoon consisted of two tanks, an infantry squad, a support squad, and some scouts.

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\* Referred to as the "triangle of fire," the three forts guarded the entrance to Puget Sound.

Cadet William F. Ward, Jr., US  
Military Academy, taken circa 1949.  
(Courtesy of Major General William  
F. Ward, Jr.)



Lieutenant William F. Ward, Jr.,  
taken in Korea, circa 1951.  
(Courtesy of Major General  
William F. Ward, Jr.)

During the Korean War, Ward's West Point class of 1950 suffered one of the highest casualty rates of any class in the twentieth century—34 percent. Of the 365 class members who served in Korea, 84 sustained wounds, and 41 were killed. On 21 June 1951, Ward joined that casualty list when he received wounds during a meeting engagement with his platoon and a company of Chinese troops. While searching in a Korean village for an open road, a column of Chinese soldiers encountered Ward and a squad of six scouts. The Chinese captured one of his soldiers—his driver. While Ward managed to fire a few rounds from his .45-caliber pistol, he took wounds in the head and back. The Chinese soldiers, mistaking him for dead, took several personal items and his pistol from his body and left him there unconscious. When he came to, the Chinese still held the area and once again fired upon him. Fortunately, he evaded capture and further harm by escaping back to his unit almost one mile away. When he returned to American lines, he received treatment for his wounds and went back to his unit.

Ward's battalion commander spoke with him shortly after his recovery from his wounds and offered him the job as an aerial observer. He already held a private pilot's license, and the position offered flight pay. Ward took the job in July, serving as an aerial observer until December 1951. As the observer in an L-19 plane, he flew 167 missions during the war—over 700 combat hours. He usually flew two to three hour missions every day, with every third or fourth day off. In mid-December 1951, the 1st Cavalry Division rotated back to Japan, and Ward validated maps through aerial missions.

In February 1952, Ward returned to the United States and then went to Fort Knox, Kentucky, where he attended the Armored Officer Basic Course from March to July 1952, finishing as a honor graduate. Assigned to the 3d Armored Division at Fort Knox, he first served as the motor officer for Company A, 761st Tank Battalion.\* In March 1953, he assumed the command of the company. The unit, a school troop unit, provided the vehicles and training for driving and some gunnery.

In September 1953, Ward received an assignment as aide-de-camp to General J. R. Beishline, the assistant division commander of the 3d Armored Division. Ward advanced to the rank of captain on 1 July 1954, and performed as an instructor in Combat Command A, 3d Armored Division in September 1954. At that time, Ward's father, then losing his sight and experiencing difficulty running his insurance business, needed assistance. As a result, Ward left the Army in November 1954 on a compassionate discharge.

After leaving active duty, Ward commanded Company A, 762d Tank Battalion, a reserve unit with no tanks. In civilian life, he returned to his hometown and entered Harvard University Business School. He found it difficult, however, to work, attend school, and command a reserve unit. In February 1955, he left the unit and went into the control group.

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\* This unit liberated the Buchenwald concentration camp, near Weimar, Germany, at the end of World War II.

Ward completed his graduate program and earned a master of business administration degree from Harvard Business School in 1956. He then took a position as an economic analyst with E.I. du Pont de Nemours & Company, Incorporated, in Wilmington, Delaware. In 1958, the New York State Bridge Authority in Poughkeepsie selected him as secretary, a post he held for two years. In 1960, the Ansco-Ozalid Division of General Aniline and Film (GAF) Corporation in New York City selected Ward as division controller. He later rose to corporate director of marketing services of GAF. In 1963, Grosset & Dunlap, Incorporated appointed him as assistant to the president. The company published books for Bantam Books and other imprints. He advanced to vice president for Finance and Administration of Grosset & Dunlap in 1965.

Ward served in the active Army Reserve once again in August 1956, when he joined the 390th Civil Affairs Group as an assistant economics officer. In October 1956, he assumed command of Company C, 317th Tank Battalion (120mm Gun). He remained in this command until January 1958, and then returned to the control group. Ward went to the 1150th US Army Reserve School in August 1958, completing the Armor Officer Advanced Course in 1959 and the Command and General Staff Officer Course in 1964. He advanced to the rank of major on 1 June 1962.

From July 1963 to March 1966, Ward taught as an instructor at the 1150th US Army Reserve School. He completed the Economics of National Security Course, Industrial College of Armed Forces, in 1965. He then served in the 356th Civil Affairs Command (Area B) as the public education officer from April 1966 to April 1970. Ward finished the Civil Affairs School in 1967 and received promotion to lieutenant colonel on 4 May 1967. He took a position as the economics officer for the 356th Civil Affairs Command in May 1970. The Army promoted him to colonel on 16 September 1971. He also completed the Special Warfare School in 1970 and the Army War College in 1972.

Ward assumed duties as the deputy commander of the 356th Civil Affairs Command (Area B) in May 1972. He remained in this position until April 1974. He then served with the 77th Army Reserve Command, Fort Totten, New York, as the assistant chief of staff, G-4 (logistics) from July 1974 to August 1975. He then rose to chief of staff of the 77th Army Reserve Command. Ward accepted the job of the deputy commander, 77th Army Reserve Command, in September 1975, and then the commanding general in February 1981. Ward received his first star on 2 February 1978 and promotion to major general on 1 April 1978. Ward served as commanding general of the 77th Army Reserve Command until November 1984.

In his civilian career, Ward received a bachelor of law degree from LaSalle Extension University in 1966. From 1967 to 1971, he served as controller for Dun & Bradstreet, a firm that provided business information services, such as data reports on companies and industrial sectors to support business directories, information retrieval, and global market surveys. In 1968, as

vice president of the company, Ward took responsibility for the merger of the publishing activities of the company with similar activities and products of the Rueben H. Donnelley Corporation. In 1971, the company promoted him to chairman of the board and president of the company, then known as Dun-Donnelley Publishing Corporation. He remained in this position until 1977. He went from vice president to treasurer, and then served as president of Gestam, Incorporated from 1981 to 1986. In 1985 Ward also served as the chairman and president of Realicam, a real estate investment-banking firm. He remains a consultant and member of the board of advisors to several venture capital entities.

From November 1984 to December 1986, Ward served as the assistant deputy commanding general (reserve affairs) (individual mobilization augmentee), US Army Forces Command, Fort McPherson, Georgia. In this position, he succeeded a National Guard general, with oversight for the National Guard and the Army Reserve.

On 1 December 1986, General Ward took office as the chief of the Army Reserve. During Ward's tenure, many in the Army and the Army Reserve called for the chief of Army Reserve to exercise greater command and control. This culminated in the establishment of the US Army Reserve Command in 1990, commanded by the chief of the Army Reserve. Ward assumed command of the US Army Reserve Command on 1 October 1990. In his new position, he commanded nearly all reserve troops throughout the continental United States and Puerto Rico. The Army initially established the new command at Fort Gillem, Georgia.

On Friday, 15 December 1989, just five days before Operation Just Cause commenced, Ward flew to Panama, returning from a trip to Venezuela. The Department of Defense launched Operation Just Cause on Wednesday, 20 December. Ward received a call to the Pentagon to provide input concerning civil affairs units, most of which served in the Army Reserve. He coordinated the call-up of civil affairs volunteers and by Friday, 22 December, all volunteers arrived on the ground for mobilization at Fort Bragg, North Carolina. On Saturday, 23 December, Ward also flew to Fort Bragg to coordinate the mobilization and to see the troops off. On Monday, 25 December, the Department of the Army sent Ward to Panama to coordinate on the ground. Most units and volunteers that deployed to Panama returned to the United States as soon as they completed their missions.

In August 1990, Saddam Hussein of Iraq invaded neighboring Kuwait. The situation made it clear immediately that the Army Reserve must play a major role in any military action that followed. As the commanding general of the provisional Army Reserve Command and deputy commanding general of Forces Command for reserve affairs, General Ward announced that the command would prepare to mobilize as if the entire Army Reserve were involved. Many reserve units conducting annual training received extensions, and many units that had not completed annual training received early call-ups to perform their duties. Shortly after, the

Army Reserve imposed a stop-loss measure. The implied authority for these actions came from the fact that the President of the United States, George H.W. Bush, had declared a national emergency. In the ensuing months, the nation called more than 84,000 Army Reservists to active duty in support of Operations Desert Shield and Desert Storm. Of those called, some 40,000 reservists deployed to the theater of operations in the Persian Gulf region. Army Reserve troops performed combat support and combat service support in the areas of transportation, medical, military history, public affairs, civil affairs, postal operations, engineer, military police, maintenance, and linguistics.

Ward completed his tenure as chief of the Army Reserve on 31 July 1991. He retired from the military in August. Across the years, Ward actively participated in the community, volunteering his time at Good Samaritan Hospital as the member of the Facilities and Planning Board from 1980 to 1985. He served as president of the Ramapo Central School District Board of Education from 1966 to 1972. Selected as the executive vice president of the American Cancer Society, he held that post from 1976 to 1981.

Ward served on a number of boards and committees, including: Quotron Electronics, Incorporated;\* Empire National Bank, which later merged as part of Bank of New York; Eastern Savings Bank; Apple Bank for Savings; Funk and Wagnalls Publishing Corporation; Aerospace Foundation, Incorporated; and Greater New York Bank for Savings. He is currently a trustee of the New York College of Podiatric Medicine.

Ward also holds an appointment of clinical assistant professor of behavioral science and public health at the New York University's School of Dentistry. He received this position in connection with his volunteer work in the public education field with the national office of the American Cancer Society. He also served as a lecturer at the Real Estate Institute of New York University in connection with the continuing education program. From 1959 to 1964, he taught as part of the adjunct faculty of New York University's School of Commerce, Accounts and Finance. Southern Vermont University conferred an honorary doctor of law degree upon Ward in 1996.

Ward presided over the New York Chapter of the American Defense Preparedness Association and of the New York Chapter of the Association of the United States Army. On 28 February 2001, the Association of the United States Army awarded him the Major General James E. Rudder Medal. Over the years, he served on the US Army War College Foundation; the West Point Fund; the Franciscan Sisters of the Poor Foundation; and the trustees of the New York Military Academy. He has been a trustee emeritus of the New York Military Academy since 1996. A trustee of the Association of Graduates, US Military Academy, since 1993, he

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\* Now part of CitiCorp.

served on the association's executive committee since 1996. Ward served as a trustee of the Historical Society of Rockland County, New York, from 1993 to 1995.

Ward is a member of a number of societies and organizations, including: the West Point Society; Antrim Players; Society of Harvard Engineers and Scientists; the Financial Executives Institute; Newcomen Society; Reserve Officers Association; American Friends of Vietnam; Veterans of Foreign Wars; American Legion; Disabled American Veterans; the Pilgrim Society; the Army and Navy Club; Squadron "A" Club; the University Club, New York; the Harvard Club, Washington Chapter; and the National Press Club.

Ward's business experience over the years influenced his leadership style. He sought to consult from his staff and managers before making a decision. From input received, he developed options and courses of action, and then asked for discussion on the courses of action in meetings. He fixed on fiscal accountability and always tried to define clear objectives for himself and his subordinates. He held the belief that a staff should think "outside the box" and be creative in their decision-making.

In 1989, Ward received the annual award of the Civil Affairs Association for Outstanding Contributions in the Field of Civil Affairs. In 2000, the Senior Army Reserve Commanders Association inducted him into its Hall of Fame. Ward married his second wife, Marie-Louise Buchheit, on 5 November 1994. They operate a Christmas tree farm near Goshen, New York, and divide their time between their home there and their home in Melbourne, Florida.

**Awards and Decorations:** Distinguished Service Medal with one Oak Leaf Cluster; Legion of Merit; Purple Heart; Meritorious Service Medal with Oak Leaf Cluster; Air Medal with three Oak Leaf Clusters; Army Commendation Medal with Oak Leaf Cluster; Army Reserve Components Achievement Medal with Oak Leaf Cluster; World War II Victory Medal; Army of Occupation Medal with Japan Clasp; National Defense Service Medal with Oak Leaf Cluster; Korean Service Medal; Humanitarian Service Medal; Armed Forces Reserve Medal with Ten Year Device; the Military Order of Estrella de Carabobo\* (Venezuela); United Nations Service Medal; Republic of Vietnam Civil Action Unit Citation; Army Service Ribbon; Combat Infantryman Badge; Aircraft Crewman Badge; and Army Staff Identification Badge.

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\* So named for the Battle of Carabobo, 25 June 1821, in which Venezuelan troops led by Simon Bolívar defeated the Spaniards. R. Ernest Dupuy and Trevor N. Dupuy, *The Encyclopedia of Military History from 3500 B.C. to the present*. New York: Harper & Row, Publishers, 1986. (p. 815)



Major General Ward (right) meets with Major General James R. Helmly (left), incoming chief of the Army Reserve, at the 2002 Army Reserve Ambassadors Conference in Arlington, Virginia, on 22 May 2002. General Ward attended the conference as an Army Reserve Ambassador. (Photo by Lieutenant Colonel Randy Pullen, Public Affairs and Liaison Directorate, Office of the Chief, Army Reserve)

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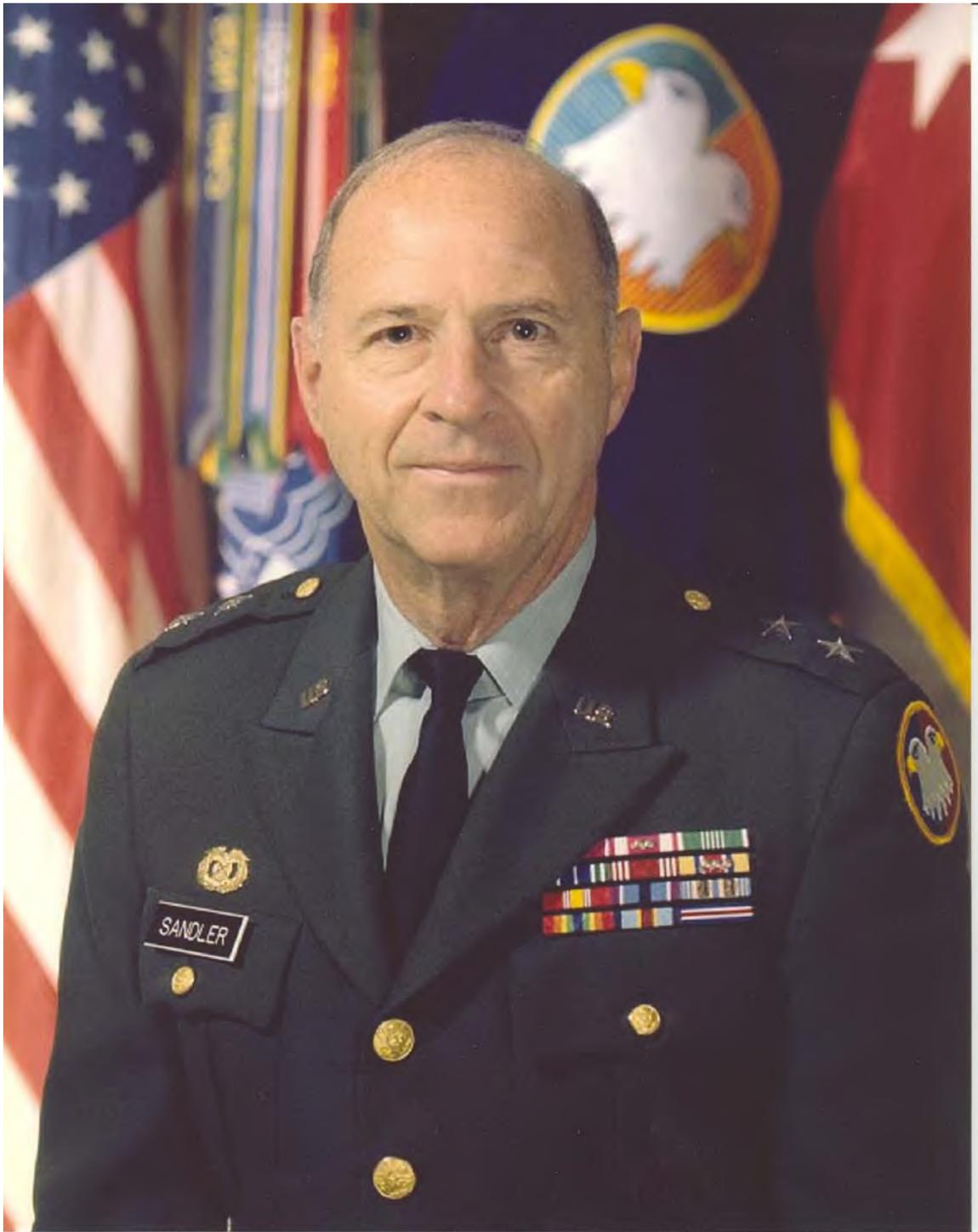
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Major General Roger W. Sandler, 23 March 1993. (US Army Photo)

**Major General Roger Warren Sandler**  
**Chief, Army Reserve**  
**1 August 1991 – 31 January 1994**

Roger W. Sandler, born 23 February 1934 in Brooklyn, New York, to Irving Sandler and Ruth Holt, grew up the oldest of three sons. His father, a business entrepreneur in the vending machines business, came from Russian immigrant parents who came to Ellis Island from the vicinity of Minsk, now the capital of Belarus. Sandler's mother was from Bolton, Lancashire, England, and came with her parents to this country as a young girl.

Sandler spent his first two years in Brooklyn. He then moved with his family to Minneapolis, Minnesota, when his father contracted tuberculosis and went into a hospital there to be near members of the family already in Minnesota. Sandler began school in Minnesota, but the family moved a few years later to Des Moines, Iowa, and then to West Des Moines. Young Roger spent all but one year of the remainder of his formative years in West Des Moines, attending Valley High School. He took an early interest in sports and played guard and running back on the football team throughout his junior and senior high school years. He also played guard on the high school basketball team, ran sprints and the hurdles, and did the long jump on the track squad. During his senior year, the coaches and teachers chose him as the outstanding senior athlete. His favorite subjects in high school were biology and chemistry, and he hoped to pursue a career as a veterinarian. He enjoyed hunting, fishing, and camping.

In the fall of 1952, Sandler entered Grinnell College, a small liberal arts school in Grinnell, Iowa. While an undergraduate student, he won three athletic letters in football and track. His graduation class recommended his recognition as a Distinguished Graduate. Because of Grinnell College's land-grant status, the college required all males to take two years of military training during their freshman and sophomore years of school. During those years, he participated in the Air Force ROTC program. While he hoped to continue in the advanced Air Force ROTC courses during his third and fourth years at Grinnell, he did not obtain acceptance in the competitive program. Faced with the possibility of the military draft during his senior year, he spoke with Marine Corps recruiters about his potential for a commission as a second lieutenant. After completing the paperwork for a Marine Corps commissioning program, he received a draft notice for the Army. He graduated with a bachelor of arts degree in business administration in 1956. Shortly after he graduated from college, he married Valerie Owings on 25 June 1956. They had two sons and two daughters.

Sandler enlisted in the Army on 27 August 1956. Following basic training at Fort Texas, he went to Fort Bragg, North Carolina, and then deployed to Germany in August 1956, where he joined the 613th Field Artillery Battalion, a 280 mm atomic cannon unit located at Pirmasens.

Sandler served as a clerk in the battalion headquarters. His wife joined him in Germany, and they later moved to Bamberg. Since Private Sandler served in the lower enlisted ranks, the Army did not authorize him and his wife government quarters, so they lived on the German economy. During his tour, he received a promotion to specialist three, a grade later redesignated as specialist four, and he also enrolled in the Army Pre-Commission Course. The course, then a series of ten basic sub-courses, prepared a soldier for a direct commission. Sandler returned to the US in August 1958. At the end of his active duty enlistment, he incurred an obligation of serving two years in an active reserve unit and two years in the inactive reserve. Following his release from active duty, Sandler transferred into the Army Reserve on 22 August 1958.

Sandler's first reserve assignment came at Fort Des Moines, Iowa. He drilled on Monday nights, which conflicted with his civilian job. He transferred to the Control Group and attended at least one two-week annual training period with the Iowa National Guard at Camp Ripley, near Little Falls, Minnesota.

In 1961, Sandler applied for a commission and went before a selection board. The years he spent as an enlisted soldier proved valuable to him, both in terms of later caring for soldiers and in becoming a better leader. On 26 June 1962, he received a direct commission as a second lieutenant in the Adjutant General Corps. Sandler completed the Adjutant General Officer Basic Course by correspondence in 1964.

In civilian life, Sandler went into business with his father after he left active duty. His father ran the family operation in Minnesota, while Sandler ran the operation in Des Moines, Iowa. He eventually rose to president of the firm, Sandler Vending Company. The company distributed coin operated amusement and vending machines, supporting customers in a five state area of the Midwest. Eventually the smaller operation in Iowa closed, and Roger Sandler transferred to Minnesota. He remained the head of the company until 1984.

In June 1962, Lieutenant Sandler accepted a job as the personnel officer in the 103rd Infantry Division, Des Moines, Iowa. He served in this position until April 1963, when the unit inactivated. In May 1963, Sandler joined the 205th Support Battalion, 205th Infantry Brigade (Separate), located at Fort Snelling, Minnesota, and became the assistant adjutant. He advanced in rank to first lieutenant on 9 April 1964 and to captain on 22 June 1966. He completed the Adjutant General Officer Advanced Course in 1970. In February 1970, he assumed duties as the adjutant of the 205th Infantry Brigade (Separate) and received promotion to major on 18 September of that year. In April 1972, Sandler left the 205th Infantry Brigade and went into the Control Group (Reinforcement).



Roger Sandler at 15, left, with his father, Irv Sandler, and an unidentified woman, circa 1949. (Courtesy of Major General Roger W. Sandler)



Captain Roger Sandler, while assigned to the 205th Infantry Brigade in St. Paul, Minnesota, circa 1967. (Courtesy of Major General Roger W. Sandler)

In 1972, Sandler, now owner-operator of Sandler Properties, based his operation in Mound, Minnesota. In this business, he engaged in buying, selling, and leasing residential and business properties. He left the business in 1994.

In February 1973, Sandler, a drilling reservist again, joined the 32d Inventory Control Company, Fort Snelling, Minnesota, as the administration officer. That September, he accepted the position of adjutant of the 88th Army Reserve Command, also located at Fort Snelling. In 1974, Sandler also completed both the nonresident Command and General Staff Officer Course and the Quartermaster Officer Advanced Course.

As the family business flourished, Sandler established Sandco Incorporated, an extension of Sandler Vending Company. The new company operated almost 1,000 coin-operated amusement machines in central Wisconsin. Sandco eventually operated amusement arcades in shopping centers in Iowa, Minnesota, and Colorado. Sandler, one of the first entrepreneurs to open an arcade in a mall, established some of the first stores in Cedar Falls, Iowa; Waterloo, Iowa; and Dubuque, Iowa.

On 15 December 1974, the Army promoted Sandler to lieutenant colonel. Major General Merrill B. Evans, commanding general of the 88th Army Reserve Command, encouraged Sandler to enroll in the Army War College, and in August 1976 asked him to take the position of inspector general. Sandler completed the Infantry Officer Advanced Course in 1976, and in 1977 he completed the Inspector General Orientation Course. Following a short tenure as inspector general, Sandler in April 1977 took command of the 13th Psychological Operations Battalion, then located at Fort Snelling, Minnesota. After assuming command, he found the unit failed several of its past general inspections. With the assistance of the 88th Army Reserve Command staff, he soon had the battalion ready for its next inspection within one year of his assumption of command.

In November 1978, Sandler assumed duties as the assistant chief of staff, services for the 103d Corps Support Command, located at Des Moines, Iowa. He received a promotion to colonel on 15 December. In the summer of 1980, the 103d tasked Sandler to run a logistical exercise at Fort McCoy, Wisconsin. The exercise put all the combat service support units in the field and provided all classes of supply, complete with tents and portable refrigeration units. During that exercise, the Army selected Fort McCoy as a reception center for Cuban refugees of the Mariel Boatlift. The US government transported more than 14,000 Cuban refugees to Fort McCoy, where Sandler's unit functioned as the contact for providing the support, to include blankets and billeting. Sandler's former unit, the 13th Psychological Operations Battalion, went to Fort McCoy, printed Spanish newspapers for the refugees, and broadcasted messages. Some 135 Army Reserve personnel participated in the refugee operations at Fort McCoy.



Brigadier General Sandler, commanding general of the 88th US Army Reserve Command, visiting the winter annual training of the 205th Separate Infantry Brigade, circa 1985. (Courtesy of Major General Roger W. Sandler)

Sandler worked as the assistant chief of staff, security, operations, training, and intelligence for the 103d Corps Support Command in July 1979. In February 1980, he assumed the position of chief of staff of the 103d, under the command of Major General Evan Hultman. Hultman mentored Sandler, providing him guidance, confidence, and greater challenges in the Army Reserve. Sandler graduated from the Army War College in 1982. In November 1983, he accepted the job of deputy commander of the 103d.

On 29 February 1984, Sandler received his first star. That same year his father decided to start selling off the Sandler Vending Company and partially retired from the business. In November 1984, Sandler assumed command of the 88th US Army Reserve Command, headquartered at Fort Snelling, Minnesota. The Army promoted him to major general on 15 August 1986.

In October 1987, Sandler took command of the 103d Corps Support Command, Des Moines, Iowa. In 1988, he completed Harvard University's National/International Security Course and the North Atlantic Treaty Organization Counterpart Contingency Training. Sandler went to command the 86th US Army Reserve Command, Forest Park, Illinois, in March 1991.

General Sandler entered active duty on 1 August 1991 after his selection as the chief of the Army Reserve and commanding general of the US Army Reserve Command. When he took office, the total headquarters strength at the Office of the Chief of the Army Reserve, the US Army Reserve Command, and the Army Reserve Personnel Center consisted of approximately 2,800 military and civilian personnel. His management and command responsibilities extended to nearly 300,000 soldiers, with an annual budget of \$3 billion.

When Sandler assumed command of the US Army Reserve Command, the staff consisted of about 30 members. During his tenure, the command staff grew to more than 800 military and civilian personnel. The US Army Reserve Command gradually evolved to take command and control responsibilities for nearly all Army Reserve units in the continental United States and Puerto Rico, assuming responsibilities previously exercised by the First, Second, Fourth, Fifth, and Sixth Armies. Sandler reinforced the command and control aspect of the US Army Reserve Command with a Quarterly Planning Team that he created to provide feedback on command support to the Army Reserve commands, training divisions, deployable headquarters, and individual mobilization augmentees.

Sandler sought to dispel the notion that Active Guard Reserve (AGR) soldiers at the Office of the Chief, Army Reserve and the US Army Reserve Command received better career opportunities than did those in the field. At the time that he became the chief, there were about 145 colonel positions in the Active Guard Reserve program and about 300 lieutenant colonels who were eligible for those colonel positions. To establish an equitable promotion system, he created a board of senior reserve officers, charged with developing an order of merit list that assigned officers to positions for which they were qualified.

As the chief of the Army Reserve, General Sandler faced the very difficult task of determining how to downsize the Army Reserve in response to the end of the Cold War. When he took office in 1991, he learned that Secretary of Defense Dick Cheney and Chairman of the Joint Chiefs of Staff General Colin Powell developed a base force plan, which established the Army Reserve at 230,000 to 240,000. Sandler needed to work out the downsizing. In 1993, he attended a meeting between the active Army, the Army Reserve, and the Army National Guard, known as The Offsite. Army planners presented this group of ten to twelve people a plan developed by the vice chief of staff of the Army. The Army Reserve would downsize from 230,000 to 208,000 soldiers, while the National Guard would reduce its force to 367,000. The Army Reserve, which then had some infantry, armor, and many artillery units, would lose all of its combat units. The Army National Guard, in turn, would give up to the Army Reserve many of its combat support and service support units. The Army Reserve also gave most of its rotary aviation units to the National Guard, while the Army Reserve kept all of its fixed wing aviation



The first US Army Reserve Command change of command ceremony, 15 August 1991, at Fort McPherson, Georgia. The first USARC commander, Major General William F. Ward (left) and his successor, Major General Roger W. Sandler, display the new colors of the command. (US Army photo)

and some Chinooks. Under the terms of the agreement, the Army Reserve also lost its special forces units. The Army Reserve also received two general officer commands that authorized three additional generals. Although the agreement proved difficult for many in the Army Reserve, just seven percent of the Army Reserve force consisted of combat units at the time of the agreement.

During Sandler's tenure, the Army Reserve accepted the primary responsibility for executing a major operation to retrograde equipment from the Persian Gulf region after Operation Desert Shield and Desert Storm. The reserve force involved with retrograde operations (7th ARCOM) took responsibility for classifying and retrograding equipment from Europe as the Department of Army closed overseas bases. Much of the equipment returned to the United States, while the Army sold some through foreign military sales and consigned other equipment to the scrap heap. The US Army Reserve Command also initiated a program of cross-leveling of equipment. The continental armies had a regional program, but it did not reach across regional lines. The nationwide program initiated by the command succeeded in increasing equipment readiness throughout the Army Reserve.

During Sandler's tenure, the Army Reserve Personnel Command, St. Louis, Missouri, transferred all paper personnel records to magnetic disks. In September 1991, he and the chief of the National Guard Bureau signed a billion-dollar contract with Boeing to provide a compatible automation system for both of the Army Reserve components. The system, designed to support mobilization and other contingency planning and to improve the efficiency of administrative processes, received recognition as the Reserve Component Automation System (RCAS). The system also supported command, control, and management functions. The program did not make its delivery milestones and initially presented difficulties for operator use, but it quickly became a very valuable tool.

In August 1992, hurricane Andrew ripped through south Florida, destroying thousands of homes and leaving many families homeless. It rendered approximately 97 percent of the facilities at Homestead Air Force Base inoperable. In the wake of the storm, Army Reserve volunteers arrived on the site within 24 hours. While normally a situation assigned to the National Guard's responsibility, Army Reserve engineer units existed nearby and were able to respond quickly.

In early 1994, the Reserve Officers Association of the United States offered Sandler the position of national executive director. In order to accept the position, he resigned 18 months early from his four-year term as the chief of the Army Reserve. On 31 January 1994, Sandler left office and retired from the Army. On 1 February, he assumed his duties with the Reserve Officers Association. His new position involved regular contact with the Congress as a registered lobbyist, managing an office of 40 people, and publishing a monthly magazine. He took responsibility for an annual budget of \$4 million and for ensuring the full investment of association assets. Sandler served as the executive director until he retired in 1999. Upon his retirement, he received the Secretary of Defense Medal for Outstanding Public Service. Surgeon General David Satcher also presented him the Public Health Service Medal.

Sandler coached Little League Baseball and Little All American Football League in Des Moines, Iowa. He served on the Babe Ruth Baseball board of directors and with the Mound Athletic Association as a football coach and board member. He created the Music Operators of Minnesota in the 1970s that became a trade association for vendors in the state. He belongs to a number of organizations, including: American Legion, Association of the United States Army, Retired Officers Association, Military Order of World Wars, Navy Reserve Association, Senior Army Reserve Commanders Association, and Reserve Officers Association. Sandler served on the executive committee of the Reserve Officers Association for five years and served as national president from 1987 to 1988. He functioned as the national president of the Senior Army Reserve Commanders Association from 1985 to 1986.

In 1992, the Quartermaster Regiment named Sandler a Distinguished Member of the Regiment. In 2000, he accepted the presidency of the Pan American Officers Association (UPORFA). The organization targets membership among the 34 nations of the Organization of American States. On 1 April 1994, Sandler married Jane Carson. They live in Bluffton, South Carolina. General Sandler has four grown children.



Major General (Retired) Roger W. Sandler speaking in the East Room of the White House on 20 March 1998. The dignitaries on the dais include: Senator William Roth; General Hugh Shelton, chairman of the Joint Chiefs of Staff; President Bill Clinton; Secretary of State Madeleine Albright; and National Security Advisor Sandy Berger. (Courtesy of the Clinton Presidential Materials Project)

**Awards and Decorations:** Distinguished Service Medal; Legion of Merit with Oak Leaf Cluster; Meritorious Service Medal with two Oak Leaf Clusters; Army Commendation Medal; Army Achievement Medal; Good Conduct Medal; Army Reserve Components Achievement Medal with three Oak Leaf Clusters; National Defense Service Medal; Humanitarian Service Medal; Armed Forces Reserve Medal with two Ten Year Devices; Army Service Ribbon; Overseas Service Ribbon; and Reserve Components Overseas Training Ribbon.

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Resume, Roger Warren Sandler, undated, circa 2001.





Major General Max Baratz, 20 July 1995. (US Army Photo)

**Major General Max Baratz**  
**Chief, Army Reserve**  
**1 February 1994 – 24 May 1998**

Max Baratz, born in Aurora, Illinois on 11 November 1934 to Edward Baratz and Ethel Green, spent his childhood years in Aurora and graduated from West Aurora High School, where he enjoyed the subjects of history, geography, and math. His father, a native of New London, Connecticut, enlisted in the Army during World War I and served as a noncommissioned officer in the Signal Corps with the famous American ace, Captain Eddie Rickenbacker. Ethel Green Baratz, a native of Poland, immigrated to America with her family when a small child, and grew up in Oskaloosa, Iowa.

Baratz attended Syracuse University, Syracuse, New York, where he entered the ROTC program. He participated actively in ROTC and rose to the rank of cadet lieutenant colonel. A strong ROTC program existed in those days and comprised anywhere from 3,000 to 4,000 students out of a student population of 12,000 to 14,000 undergraduates. He graduated cum laude with a bachelor of arts degree in political science from Syracuse and received a commission on 16 June 1956 as a second lieutenant. Because of his status as a Distinguished Military Graduate, Baratz received a commission as a Regular Army officer in the Infantry, his third choice of branches. While at Syracuse, Lieutenant Baratz met Carole Bogage from Maryland, a year behind him in school. They married in the summer of 1956 and have two sons and one daughter.

Baratz went to Fort Benning, Georgia, in August 1956 to attend the Infantry Officer Basic Course, graduating in December. He remained on active duty and received assignment to the 16th Infantry, 1st Infantry Division, as the Pioneer/Ammunition Platoon leader. This position equated essentially to that of company engineer officer. He later joined the 3d Battalion, 18th Infantry, Fort Riley, Kansas, as a platoon leader. He remained in this position until February 1957, and then went into the Army Reserve. He attended the Engineer Officer Advanced Course through correspondence and residence phases at Fort Belvoir, Virginia.

As Baratz left the active Army, he joined his father in a family business in Aurora that marketed wholesale candy, tobacco, foods, and vending products. He remained with the company until 1960 when the family sold the firm.

Upon joining the Army Reserve, Baratz assumed duties as a platoon leader in Company A, 485th Engineer Battalion, Aurora, Illinois. He continued in that leadership position until November 1958. In January 1959, he served as a unit officer in Company B, 337th Regiment (Basic Combat Training), 85th Division (Training). On 3 June 1959, Baratz received promotion to first lieutenant in the Army Reserve. In June 1960, he assumed command of Company E, 2d

Battalion, 3d Engineer Training Group, Joliet, Illinois. Baratz remained in command of the unit until October 1962, when he assumed duties as the S-1/adjutant of the 863d Engineer Battalion (Construction), in Aurora. On 30 August 1961, he advanced in rank to captain. Following his tenure as adjutant, Baratz served as the battalion S-4 officer from February 1964 until January 1966.

In 1960, Baratz joined H. Hentz & Company as a retail stockbroker. In 1966, he joined the Midwest (now Chicago) Stock Exchange as a broker with Billings Incorporated. He obtained the status of registered specialist and floor broker. He retained his membership in the exchange until the 1990s and remained in the investment community for over 20 years. As a floor broker, Baratz functioned as a block trader and represented 20 major brokerage houses on the exchange floor as their agent. The companies he represented included Goldman Sachs, Sherson-American Express, Morgan Stanley, Merrill Lynch, Paine Webber, and major Japanese and British brokerage firms. His responsibilities included handling multi-million dollar trades, assuming risk for the firm, and managing customer relations among the firm's major accounts. Baratz also served as the executive vice-president for block trading of Billings, Incorporated, one of the largest floor firms on the Chicago/Midwest Stock Exchange. He belonged to the National Security Traders Association and the Street Club, a Chicago association of investment dealers and traders.

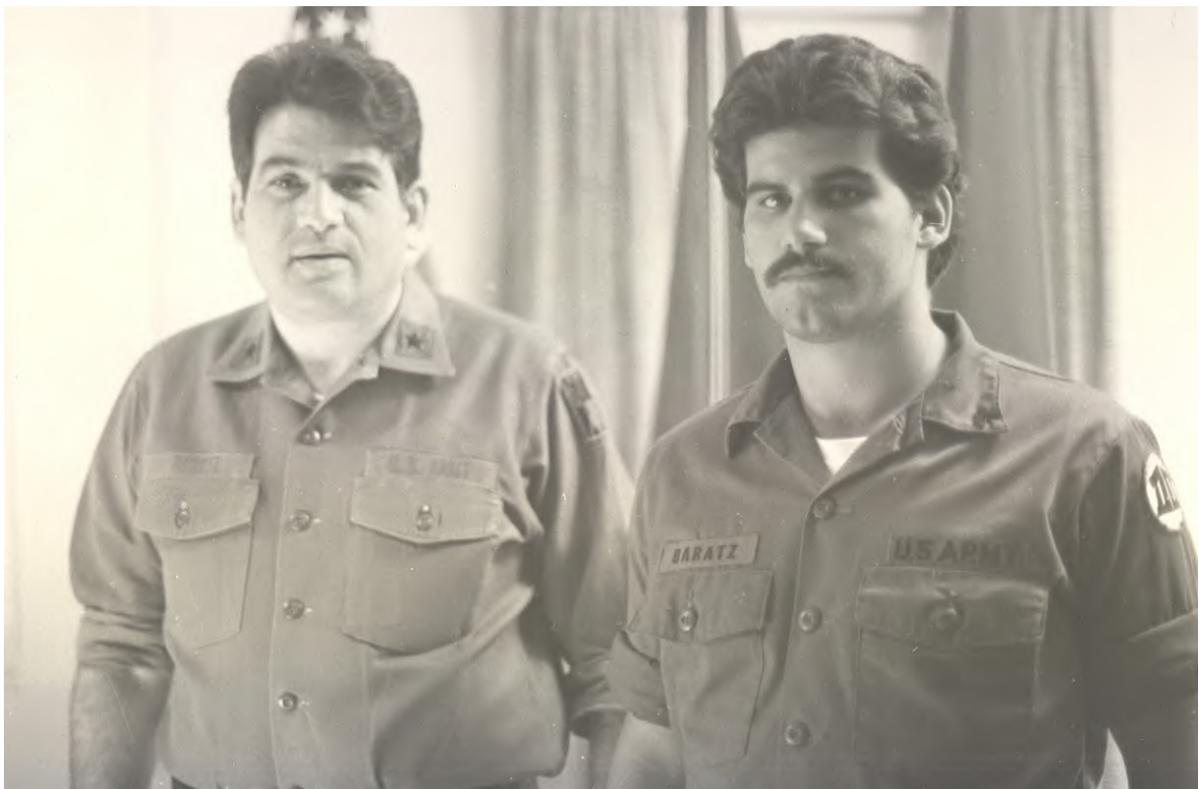
Baratz became the S-3 operations officer of the 416th Engineer Brigade, Chicago in April 1966. He received a promotion to major on 10 October 1966. In April 1970, he returned to the 863d Engineer Battalion (Construction) and assumed command. He advanced to the rank of lieutenant colonel on 10 December 1970. Following the end of his command tenure in March 1972, Baratz went into the Army Reserve Control Group (Reinforcement) for a period of about seven months.

In November 1972, Baratz joined the 416th Engineer Command (Construction), and became the assistant chief of staff, supply and maintenance. In June 1974, he assumed the position of assistant chief of staff, plans and operations of the 416th Engineer Command. He received a promotion to colonel on 15 December 1975 and advanced to the position of chief of staff in November 1976. Baratz rose to the position of deputy commanding general of the command in November 1979. He graduated from the Industrial College of the Armed Forces, and graduated from the Army War College in 1979.

Baratz received his first star in the Army Reserve on 18 August 1980. He assumed command of the 416th Engineer Command (Construction) in November 1983. As the commanding general of the 416th Engineer Command, Baratz assumed responsibility for all engineer units in Northeast Asia, Southwest Asia (which included the Middle East), and road building and civil projects in Central and South America. Baratz advanced to major general on

29 February 1984. He served as a member of the Fifth and Fourth Army Area Army Reserve Forces Policy Committees, respectively.

In January 1987, the Army appointed Baratz co-chairman of the Army Reserve Forces Policy Committee, a position he held until December 1990. In March 1987, he assumed duties as the assistant deputy commanding general for reserve affairs (individual mobilization augmentee), Forces Command, at Fort McPherson, Georgia.



Brigadier General Max Baratz (left) with his son, Arnold Baratz (right), then an Army ROTC cadet, circa 1980 to 1984. (Courtesy of Major General Max Baratz)



Major General Baratz (third from right), with members of the 416th Engineer Command, circa early 1980s. (Courtesy of Major General Max Baratz)

In August 1990, he assumed the position of deputy commanding general for reserve affairs, Forces Command, on active duty. Baratz returned to his former position as the assistant deputy commanding general for reserve affairs (individual mobilization augmentee), Forces Command, in March 1991, serving until August of the same year. During Operation Desert Shield and Desert Storm, August 1990 through spring 1991, Baratz oversaw the mobilization and deployment of more than 75,000 Army Reserve soldiers in some 650 units, more than 120,000 reserve component soldiers. Of that number, more than two-thirds of those mobilized went overseas. The mobilization comprised the largest since the mobilizations of World War II.

Following the stand-up of the United States Army Reserve Command, then co-located at Fort McPherson and Fort Gillem, Georgia, Baratz in August 1991 received appointment as the first deputy commanding general of the new command. At the initial stand-up of the command, General Baratz began with a staff of 18 military and civilian personnel. Many leaders of the Army Reserve proposed placement of the headquarters at Fort Meade, Maryland. As the new command reported directly to Forces Command, Baratz supported the decision to locate the US



Major General Max Baratz, commanding general of the 416th Engineer Command, circa 1984 to 1987. (Courtesy of Major General Max Baratz)

Army Reserve Command in Atlanta. The headquarters first located in temporary buildings at Fort Gillem, Georgia. Baratz started negotiations to rent space to house the entire headquarters and eventually settled upon three buildings at the Camp Creek Parkway Business Center. He oversaw the development of the headquarters into one of 900 people located in a new \$40 million facility at Fort McPherson.

In January 1994, the Reserve Officers Association selected the chief of the Army Reserve, Major General Roger Sandler, as executive director. Baratz assumed the position of acting chief of the US Army Reserve and acting commander, United States Army Reserve Command, in February 1994. Baratz's permanent appointment quickly followed this temporary assignment. While he served as the chief of the Army Reserve, General Baratz commanded more than 200,000 reserve soldiers and managed a budget of \$3 billion. Baratz also oversaw the

operations of the Army Reserve Personnel Command. During his tenure, he faced the very difficult task of downsizing and reorganizing the Army Reserve following the end of the Cold War. He managed the downsizing from 309,000 to 208,000 members. Despite this, Baratz also oversaw the mobilization of Army Reserve soldiers to many places throughout the world. Army Reservists deployed to Haiti, where 74 percent of the troops committed were from the Army Reserve. Much of the force sent to Bosnia also came



Major General Baratz catching a few hours of sleep, in flight, before a visit to the Republic of Korea, circa mid-1980s. (Courtesy of Major General Max Baratz)

from the Army Reserve. With the mobilizations that occurred during his tenure, Baratz tried to apply lessons learned from Operation Desert Storm—namely, to ensure reservists remained on the reserve pay system to facilitate timely pay, and that the reserve personnel system closely kept reservist promotions.

Another difficult decision Baratz confronted involved the reduction of the number of headquarters, then consisting of more than 20 major commands known as Army Reserve commands. Baratz made the decision to cut this number as a signal that whenever the Army



Major General Baratz in Egypt as commanding general, 416th Engineer Command, Exercise Bright Star, circa 1980s. (Courtesy of Major General Max Baratz)

Reserve took one-third of the soldiers from the force, a similar proportion of headquarters should also stand down. He formed a committee of major generals to analyze the 20 headquarters and determine current strength, posture, and readiness. Another committee of six to twelve Active Guard and Reserve soldiers, formed by Baratz and chaired by Colonel Bruce Westcott, reported directly to him on the analysis and managed the changes. The final decision retained ten of the commands and based their geographic territories upon the standard federal regions. The fact that many of the federal agencies that interfaced with the Army Reserve, such as the Federal Emergency Management Agency, the Occupational Safety and Health Administration, and the Department of Justice, also organized according to standard federal regions facilitated this

decision. The decision raised so much controversy that Congress held hearings on the matter of downsizing the number of commands, but Congress supported the decision.

While the US Army Reserve Command continued to take on further responsibilities under Baratz's leadership, the Army continued to downsize. The Army Reserve conducted its first Quadrennial Defense Review when the Department of Defense directed the Department of the Army to cut personnel. The Department of the Army stood determined to manage cuts in both active and reserve components. The formula for downsizing compared three active soldiers to one reserve soldier. The Army determined a cut of 45,000 soldiers in both the National Guard and the Army Reserve. Army leadership held a second off-site meeting to determine the numbers that the National Guard and Army Reserve would each lose. The vice chief of staff of the Army and the assistant secretary of the Army for manpower and reserve affairs co-chaired the meeting. Army Reserve representatives consisted of Major General Baratz, Major General Thomas J. Plewes, Brigadier General Robert M. Diamond, and Brigadier General James R. Helmly. The National Guard also selected four general officers to represent its interests. Several general officers from the active component participated. The Army determined a cut of 20,000 soldiers in the reserve components in the first three years, with a remaining cut of 25,000 soldiers to be determined at the next off-site. In the end, the Army did not implement the second cut due to increased deployments of the reserve component.

Baratz retired in May 1998 with more than 41 years of commissioned service. In July 1998, he joined SY Technology, Incorporated, as the director of reserve affairs for the organization. He is responsible for strategic planning of reserve forces management support and integration for the Department of the Army.

Baratz completed graduate coursework at Northern Illinois University and the University of Chicago in 1963. He is a lifetime member of the Chicago Traders Association and past director of the Army Engineer Association. He is a member of the Association of the United States Army, a lifetime member of the Reserve Officers Association, and a lifetime member of the Senior Reserve Officers Association. In 1999, the Senior Army Reserve Commanders Association inducted Baratz into its Hall of Fame. He collects stamps, his hobby since boyhood. General and Mrs. Baratz live near Stockbridge, Georgia.

**Awards and Decorations:** Distinguished Service Medal with one Oak Leaf Cluster; Legion of Merit; Meritorious Service Medal with two Oak Leaf Clusters; Army Commendation Medal; Army Reserve Components Achievement Medal with two Oak Leaf Clusters; National Defense Service Medal with one Bronze Service Star; Humanitarian Service Medal; Armed Forces

Reserve Medal with Gold Hourglass and M device for mobilization; Army Service Ribbon; Army Reserve Components Overseas Training Ribbon with Numeral 2; and Army Staff Badge.

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Lieutenant General Thomas J. Plewes, 8 June 2001. (US Army Photo)

**Lieutenant General Thomas Jeffrey Plewes**  
**Chief, Army Reserve**  
**25 May 1998 – 24 May 2002**

Thomas J. Plewes, born 15 December 1940 to Lloyd Angus Plewes and Joyce Wicht, grew up in Zeeland, Michigan. Although his immediate family did not have a military tradition, his grandfather served as a captain in the Army National Guard. Plewes' father worked in a ball-bearing factory during World War II in a city located about 40 miles away. As a child growing up during the war, he helped collect lard around the neighborhood with his grandmother. The nation's war industry used lard collected by citizens. Plewes grew up in Zeeland and graduated from Zeeland High School. In high school, he participated in track, the debate team, and Latin Club, and served as associate editor for the school newspaper. He went to Hope College, Holland, Michigan, with the intention of studying chemistry and pursuing a career as a pharmacist. He discovered an interest in economics and graduated from Hope with a bachelor of arts degree in economics in 1962.

Immediately after he graduated from college, he took a federal job as an economist in the grade of GS-5 with the US Department of Labor in Washington, DC. About two years later, the department assigned him to travel and set up Head Start programs in the school districts throughout the South. This community action program established by the Johnson administration in 1965 provided instruction for poor and minority group preschoolers. The new program required resourcefulness and flexibility of workers. In late 1965, his local draft board took away his occupational deferment. He enlisted in the Army in 1966 and attended basic training at Fort Leonard Wood, Missouri.

Following completion of basic training, he attended Engineer Officer Candidate School and then received a commission as a second lieutenant on 20 January 1967. Plewes took an assignment as a platoon leader in D Company, 3d Engineer Battalion, 24th Infantry Division, then stationed at Henry Kaserne\* in Munich, Germany. Plewes later went to the atomic demolitions school in Oberammergau, Germany and then assumed duties as the atomic demolitions platoon leader, Headquarters and Headquarters Company, 3d Engineer Battalion, 24th Infantry. He later served as commander of Company B. In October 1967, when the 24th Infantry Division returned to the United States, he continued as Company B commander at Fort Riley, Kansas. While a company commander, he advanced to the rank of first lieutenant on 20 January 1968.

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\* *Kaserne* is the German word for *barracks*.



Tom Plewes as a high school junior, circa 1956. (Courtesy of Lieutenant General Thomas J. Plewes)



Lieutenant Plewes (third from left) with a group of officers, Company D, 3d Engineer Battalion Henry Kaserne, Munich, Germany, 1967. (Courtesy of Lieutenant General Thomas J. Plewes.)

Plewes left active duty in February 1969 and returned to the Department of Labor. When he returned to his civilian job, he advanced to the grade of GS-12. Plewes received assignments analyzing government information to determine the effectiveness of many government programs.

He transferred from his position as a manpower analyst to a labor statistician and joined the Bureau of Labor Statistics, a division of the Department of Labor, in 1969, where he served as an economist. In 1981, the bureau appointed him to Senior Executive Service as the associate commissioner for employment and unemployment statistics, where he had responsibility for labor force information throughout the United States. In 1990, he received the Presidential Meritorious Executive Rank Award.

While serving on active duty, Plewes came to love the Army. In the Army Reserve, he initially joined the 310th Field Army Support Command in February 1969, where he took charge of a 13-man carbon dioxide-generating platoon, the 328th Engineer Detachment (Carbon Dioxide Generating) at Fort Belvoir, Virginia. The unit, responsible for operating \$500,000 worth of equipment, made dry ice for hospitalization and refrigeration purposes. When Plewes came to the unit, he found that most unit members were lawyers who were not very anxious to go on active duty during the Vietnam War. Few of the reservists in the unit qualified in their military occupational specialties. He felt challenged to motivate and stimulate the unit soldiers, taking the unit to the field for the first time during one of his first annual training periods at Fort Belvoir, Virginia. Because of his efforts to stimulate his soldiers with a demanding training program, all quickly qualified in their respective positions. At the end of his tenure, the unit received the Superior Unit Award.

Plewes assumed command of the 1006th Supply Company in Rockville, Maryland, in October 1970. The unit, a subordinate element of the 310th Field Army Support Command, functioned as a general supply company with no supplies and no mission. At the time he took command, annual training for the company consisted of going to Fort Drum, New York, where the Army regularly used soldiers as a labor pool. The unit issued equipment to reserve soldiers called to active duty. Plewes again saw challenges to motivate soldiers, many of whom joined the Army Reserve to avoid going to Vietnam. He found ways to reward soldiers who completed jobs efficiently and thus developed an understanding of different methods for training units.

On 20 February 1971, Plewes married Elizabeth Marie Hall, a native of Trenton, New Jersey, and University of New Hampshire alumnae. They have one son and one daughter.

Plewes received a promotion to captain on 18 June 1971. The next year, he earned a master of arts degree in economics from George Washington University, Washington, DC. He continued his active role in the Army Reserve, serving as the organizational training officer of



Captain Plewes promoted to major by Major General Norris Sills, commanding general of the 310th Support Command (left), and Colonel Henry Meetze, deputy chief of staff, operations, 310th Support Command, at Dower House Road, near Andrews Air Force Base, Maryland, September 1975. (Courtesy of Lieutenant General Thomas J. Plewes.)

The 310th Field Army Support Command, \* Washington, DC, in October 1972. Here he applied the training lessons he learned with the 1006th Supply Company. In the aftermath of the Vietnam War and cutbacks in the active Army, the Army Reserve assumed a greater role in supporting Army logistics. His current unit had a mission of providing logistics support to NATO's Northern Army Group, consisting primarily of British troops. Working with his unit's active sister organization, the 21st Theater Army Area Command,\*\* the 310th supported three major exercises (REFORGER) in Germany while Plewes functioned as the training operations officer. In June 1975, Plewes took command of Special Troops, 319th Theater Army Area Command, located at Fort Belvoir, Virginia. He also served as the reserve center commander and commanded several support units.

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\* The unit later received the designation of 310th Theater Army Area Command.

\*\* The unit later received the designation of 21st Theater Support Command.



Major Plewes at Fort Drum, New York. He drove this truck from Fort Belvoir, Virginia, to Fort Drum, New York, as a major—he possessed the only truck license in the headquarters! October 1977. (Courtesy of Lieutenant General Thomas J. Plewes.)

Plewes received a promotion to major on 15 September 1975. From November 1977 to June 1983, he served in a variety of positions, including organizational training officer, force development training officer, and plans and operations officer for the 310th Theater Army Area Command. The Army promoted him to lieutenant colonel on 15 December 1979.

Plewes took a position as the chief, rear area protection operations officer for the 310th Theater Army Area Command in June 1983. He advanced to the rank of colonel on 14 December 1984 and later assumed duties as the deputy chief of staff, security, plans and operations of the command.

He left the 310th Theater Army Area Command in September 1986 to assume command of the 510th Support Group (Theater Army), headquartered in Baltimore, Maryland. In April 1988, he accepted his first general officer position as deputy commander for operations



Major General Plewes becomes the first chief of the Army Reserve promoted to lieutenant general in that position. Army Chief of Staff General Eric K. Shinsek and Mrs. Liz Plewes pin the rank on at a Pentagon ceremony, 13 June 2001. (Photo by Lieutenant Colonel Randy Pullen, Public Affairs and Liaison Directorate, Office of the Chief, Army Reserve)

(individual mobilization augmentee), United States Army Depot System Command, Chambersburg, Pennsylvania. The command held responsibility for supply and maintenance depots throughout the United States. While he served in the position, the United States fought in the Gulf War. During that period, as a promotable colonel, Plewes briefly mobilized to go to the theater of operations. The Army Materiel Command selected Plewes as part of the advance party for depot systems organization in the theater. However, because the active Army did not send Army Reserve generals to the theater at the first part of the operation, the Army demobilized him. He received his first star on 1 January 1991.

In October 1991, Plewes became the assistant deputy chief of staff for logistics, Army Materiel Command, Alexandria, Virginia. He later joined the Army Materiel Command as the assistant deputy commanding general for reserve affairs (individual mobilization augmentee). He remained in this assignment until October 1994. He received a promotion to major general on 8 November 1993. In June 1994, Secretary of Defense William J. Perry appointed Plewes to the congressionally chartered Reserve Forces Policy Board.

Plewes returned to the 310th Theater Army Area Command in October 1994 and assumed command of his former unit. After serving just over two years with the 310th, Plewes became, in December 1996, the second deputy commanding general of the United States Army Reserve Command, located in Atlanta, Georgia. As Major General Max Baratz neared the completion of his tour as chief of the Army Reserve and commanding general of the United States Army Reserve Command, the president of the United States selected Plewes as Baratz's successor. The United States Senate confirmed him, and he took office on 25 May 1998.

As the chief of the Army Reserve, General Plewes emphasized five areas of concern, often referred to as the five "R's:" resources, recruiting, retention, readiness, and relevance. The Army Reserve participated in the transformation of the Army, and mobilized more than 13,000 soldiers for duty in Bosnia and Kosovo during his tenure. Following the tragic terrorist events of 11 September 2001 at the Pentagon, New York City, and in Pennsylvania, Plewes oversaw yet another mobilization. In the subsequent months of his tenure, over 15,000 Army Reservists were on active duty, serving in the post-11 September recovery operations, homeland defense operations, and America's war against terrorism.

As the commanding general of the US Army Reserve Command, Plewes concerned himself with improving the readiness of Army Reserve soldiers within the continental United States and ensuring the wise distribution and use of resources. As the chief of the Army Reserve, he maintained close contact with the Department of Defense and Department of the Army. He spent approximately one-third to one-half of his time working with members of Congress to ensure the Army Reserve maintained a healthy status. He typically spent three days a week in Washington, DC, and two days a week at the US Army Reserve Command headquarters at Fort McPherson, Georgia. He spent a large percentage of the remaining two days of each week visiting reserve units in the field. During the first three years of his tenure, Army Reserve resources increased by 60 percent. He also worked to dispel artificial and real barriers between the active Army, the Army Reserve, and the National Guard.

As the Army Reserve participated in more and more deployments throughout the world and assumed an increased role in national defense, the Reserve Officers Association and Army Reserve advocates on Capitol Hill endorsed the elevation of the chief of the Army Reserve to the rank of lieutenant general. This placed the chief at the resourcing table, the Senior Review

Group, of which major generals are not a part. Congress passed legislation making the positions of the reserve chiefs three-star billets, and the number of active three-star billets authorized by Congress increased. Accordingly, the Army promoted Plewes to lieutenant general on 13 June 2001, the first chief of the Army Reserve and commanding general of the US Army Reserve Command to hold that rank while in office. Plewes relinquished command of the US Army Reserve Command on 2 May 2002 and retired on 25 May 2002.

His military education included the Engineer, Ordnance, and Quartermaster Officer Advance Courses; Command and General Staff College; and the Army War College. Plewes is currently a senior program director for the National Academy of Sciences. He is a member of the Association of the United States Army and Reserve Officers Association. Plewes is a Fellow of the American Statistical Association and serves on the Board of Trustees of Excelsior College, Albany, New York. He also performed duties as the president of the Senior Army Reserve Commanders Association. He and his wife, Liz, live in Annandale, Virginia.

**Awards and Decorations:** Distinguished Service Medal; Legion of Merit with two Oak Leaf Clusters; Meritorious Service Medal with two Oak Leaf Clusters; Army Commendation Medal; Army Reserve Components Achievement Medal; National Defense Service Medal; Armed Forces Reserve Medal with Twenty Year Device; Army Service Ribbon; Overseas Service Ribbon; Army Reserve Components Overseas Training Ribbon; Office of the Secretary of Defense Identification Badge; and Army Staff Identification Badge.

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Lieutenant General James R. Helmly, 9 July 2002. (US Army Photo)

**Lieutenant General James Ronald Helmly**  
**Chief, Army Reserve**  
**25 May 2002 - present**

J. Ronald Helmly, born 25 September 1947, to John James Helmly and Geneva Maxine Slover, grew up in Savannah, Georgia. His father served in World War II as an Army private first class stationed in Iceland. His mother, a native of Konawa, Oklahoma, met John James Helmly while he served with the Army in Oklahoma. Ron Helmly attended high school in Savannah, where he enrolled in the Junior ROTC program. He did very well academically in school, where his favorite subjects were history, ROTC, and English. He played second-string on the high school football team and enjoyed playing baseball. In his spare time, he liked to fish and hunt. Upon graduation from high school, he received an academic scholarship to Armstrong State College in Savannah.

Helmly enrolled in Armstrong State College, but missed the focus and discipline of the ROTC program he experienced in high school. He took the West Point entrance examination in the spring of 1966, but learned that the Army deferred consideration on his application until the following academic year. Since he could not afford to attend another college or university that had an ROTC program, he saw an Army recruiter about attending Officer Candidate School.

Helmly resigned his scholarship at Armstrong State College and enlisted in the Army in August 1966. He went to a reception station at Fort Jackson, South Carolina, where he remained for a few days. Following this brief stay, Helmly shipped out to Fort Gordon, Georgia, where he entered basic combat training. He acted as a platoon guide during basic training and was the Trainee of the Cycle in his basic training company. He completed his advanced individual training at Fort Leonard Wood, Missouri, just prior to Christmas 1966. He went home on leave, and then returned to Fort Leonard Wood, where he waited for entrance to Engineer Officer Candidate School. When a vacancy did not become available in the Engineer Officer Candidate School, the Army offered Helmly a vacancy in the Infantry Officer Candidate School. He went to Fort Benning, Georgia, and received his commission as a second lieutenant after completion of Officer Candidate School on 24 August 1967. From August to September 1967, Helmly attended the Airborne Course at Fort Benning, Georgia.

In September 1967, Helmly joined Company B, 3d Battalion (Airborne), 187th Infantry, 101st Airborne Division, at Fort Campbell, Kentucky, as a platoon leader. In November 1967, he went to Phuoc Vinh, Vietnam with his unit, serving in every tactical region in Vietnam until October 1968. The unit located its camp about 20 to 30 kilometers north of Bien Hoa Air Base. His unit operated principally in Military Region Three to the north of Saigon, in an area known



Private Ron Helmly at basic combat training, Fort Gordon, Georgia, 1966. (Courtesy of Lieutenant General J. Ronald Helmly)



Second Lieutenant Ron Helmly at the 3d Battalion, 187th Airborne Infantry base camp, Phuoc Vinh, Vietnam, December 1967. (Courtesy of Lieutenant General J. Ronald Helmly)

Lieutenant Helmly and his platoon prepare to board a C-123 aircraft, 25th Infantry Division base camp, Cu Chi, Vietnam, late September 1968. The mission launched the unit into the A Shau Valley near the Demilitarized Zone. (Courtesy of Lieutenant General J. Ronald Helmly)



First Lieutenant Ron Helmly, Cu Chi, Vietnam, summer 1968. (Courtesy of Lieutenant General J. Ronald Helmly)

as War Zone D. Helmly later recalled that his first tour in Vietnam shaped the outlook of his entire life and gave him a fundamental love for lower-ranking soldiers. His Vietnam experience provided him with essential lessons about the need for good leadership and selecting people of good character and disposition, as well as professional preparedness in positions of leadership. He learned the importance of soldiers and leaders having self-confidence and training to standard.

Shortly before the Viet Cong and North Vietnamese launched the Tet Offensive on 31 January 1968, Helmly's unit uncovered a few regimental-size base camp areas with extensive above ground and underground structures. At daybreak on 17 January, he and his platoon made their first contact with the enemy. His platoon ambushed an enemy force, the command group of a battalion. This Viet Cong battalion, in the process of infiltrating American and South Vietnamese lines, prepared for the Tet Offensive. On the night the offensive began, Helmly's company reassembled at a fire support base. The company received rest, hot meals, and supplies. At midnight, the company received orders to move. Helmly and his platoon moved outside the base camp at four in the morning to secure a landing zone. At dawn, the entire company air assaulted into Bien Hoa Air Base, where they re-secured the 101st Airborne Division's headquarters from enemy control. Helmly flew on the lead aircraft of a 20-helicopter formation. Upon arrival at the base, his aircraft landed on the division commander's helipad and came under heavy enemy fire.

Throughout the Tet Offensive, Helmly's unit saw action from battles in the Bien Hoa/Saigon region. His brigade, the 3d Brigade, served as the fire brigade for the US Military Assistance Command, Vietnam. The unit operated in and around the Bien Hoa/Saigon area and worked in conjunction with the 11th Armored Cavalry Regiment and the 1st Infantry Division. Helmly's battalion subsequently flew south of Saigon to the oil-refining town of Na Bhe. From this point until the conclusion of the Tet Offensive, Helmly and his unit worked with the 9th Infantry Division, blocking escape trails from the Saigon area. The unit then moved to the II Corps area and attached to the 4th Infantry Division, operating out of a mountain base area near the Cambodian border, called Dak To. In June 1968, orders directed the 3d Brigade to Cu Chi and attached the unit to the 25th Infantry Division to operate west of Cu Chi to the Cambodian border. From June to September 1968, Helmly saw the most sustained combat of his Vietnam tour. He advanced in rank to first lieutenant on 24 August 1968.

In October 1968, Helmly assumed duties as assistant adjutant for the 2d Battalion (Airborne), 505th Infantry Regiment, which belonged to the 3d Brigade, 82d Airborne Division, serving in Vietnam. The 3d Brigade held the responsibility for securing the sector just south of the Demilitarized Zone. One month later after being assigned to the 2d Battalion, Helmly returned to the United States.



Captain Ron Helmly with his driver and bodyguard, Private Thanh, at Tan Hiep Village, Di An District, Bien Hoa Province, Vietnam. Photo taken 5 January 1971. (Courtesy of Lieutenant General J. Ronald Helmly)



Captain Ron Helmly with Mr. Anh, Vietnamese CORDS coordinator, Cong Thanh District Team House, Bien Hoa Province, Vietnam, April or May 1970. (Courtesy of Lieutenant General J. Ronald Helmly)

In November 1968, he assumed command of the 103d Company, 10th Student Battalion, the Candidate Brigade, US Army Infantry School, Fort Benning, Georgia. The Army promoted Helmly to captain on 24 August 1969. While at Fort Benning, he met Maria Glasbrenner, the daughter of a retired Army sergeant major. They married on 6 March 1970, just before Helmly left for his second tour in Vietnam. They have two daughters and three grandchildren.

In October 1969, Helmly went to the John F. Kennedy Special Warfare Center and School at Fort Bragg, North Carolina, where he entered as a student in the Company Grade Course for military assistance advisors. The school, a two-month course, followed with another two-month course in Vietnamese at the Defense Language Institute Support Command, Fort Bliss, Texas. In March 1970, Helmly returned to Vietnam.

When Helmly arrived in Vietnam for his second tour, he functioned as the Civil Operations and Rural Development Support (CORDS)\* senior military advisor to the Di Anh District Advisory Team 98, US Army Military Assistance Command, Vietnam. He served most of his first Vietnam tour in this same district, located in Bien Hoa Province. While stationed there the second time, he did not see much intense combat action, but he did see a few firefights. Helmly led a team of ten soldiers, many of whom were special operations-qualified noncommissioned officers. He and his team worked closely with the local Vietnamese security force. During his assignment, the South Vietnamese government opened many roads, built markets and dams, and reopened schools. He returned to the United States in March 1971.

From April to June 1971, Helmly acted as a project officer at the US Army Infantry School, Fort Benning, Georgia, while waiting to attend the Infantry Officer Advanced Course. Following graduation from the advanced course in May 1972, Helmly completed the Army Ranger Course.

In June 1972, Helmly performed duties as the assistant S-3 air (operations) officer for the 4th Battalion, 20th Infantry (Mechanized), 193d Infantry Brigade, at Fort Clayton, Panama. While in this position, he focused on developing training plans, including a water survival program for soldiers.\*\* The program taught soldiers how to swim for exercise and enjoyment, and taught them how to survive in the water with full uniform and equipment.

In March 1973, Helmly assumed command of Company C, 4th Battalion, 20th Infantry (Mechanized). Shortly before he took command of the unit, the company failed an operational readiness training test. His battalion commander immediately gave Helmly the mission of preparing the company for a successful retest within three weeks. The unit passed the retest,

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\* American authorities designed the CORDS program to build greater strength to the civilian government of the Republic of Vietnam and the local security forces. The organizational structure paralleled the Vietnamese government structure and included military and civilian advisors.

\*\* Prior to implementing this training, the Army in Panama lost approximately one soldier per month to water fatalities.

which involved a 17-day field training exercise and 15-mile forced road march back to garrison. Helmly later recalled that, following a one-mile run back to the company area and cleanup details, the unit rewarded the soldiers with a steak and eggs breakfast and cold beer. The training taught him that soldiers responded superbly to challenging, rugged training, particularly when rewarded for their hard efforts. During the time Helmly served with the 20th Infantry, the regiment operated the Jungle Warfare Training Center in Panama. Captain Helmly's tour of duty in Panama lasted until September 1973, at which time he went into the Reserve Control Group.

Following his release from active duty, Helmly took a civilian position with the Department of the Army in Panama. He went to night school through the State University of New York in Albany and completed his bachelor of arts degree in liberal studies. From September 1973 until October 1978, Helmly participated in numerous training tours in Panama in a variety of reserve positions, including instructor at the Jungle Warfare School and exercise evaluator.

In October 1978, Helmly assumed the duties as the nuclear weapons effects officer (mobilization designee), for Defense Civil Preparedness Agency, Region 3. His duties related to civil defense in the Panama Canal Zone. He served in this position until May 1979. From May to August 1979, Helmly served as the combat exercise controller for the 87th Maneuver Area Command in Birmingham, Alabama.

Helmly transferred to the Headquarters, US Army Forces Command, Fort McPherson, Georgia, in his civilian job around Thanksgiving 1979. He received a promotion to the grade of GS-12 and worked in the Office of the Deputy Chief of Staff, Logistics. In this position, he helped plan emergency actions and contingency operations in locations such as Grenada and Honduras. He later moved to the Forces Command Comptroller Office and worked on the program objective memorandum (POM). Helmly eventually became the chief of the Program Analysis and Evaluation Office. During the period that Forces Command existed as a specified command (1 July 1987 to 1 October 1993), Helmly worked in the J-5 (Strategic Plans and Policy) directorate, where he acted as the chief of strategic plans. He dealt with command relationships with other combatant commands and the Joint Strategic Planning System.\*\*\* Helmly also helped to develop the Forces Command Plans and Programs Branch in the J-5 office. When Forces Command reverted to major Army component status on 1 October 1993, Helmly moved to the command's Office of the Deputy Chief of Staff, Operations (G-3), and stood up the Concepts and Initiatives Branch, which dealt with future warfighting concepts. In this branch, Helmly worked on Force XXI and digitization of the battlefield. He also worked on many special projects, congressional testimony for the commanding general, and input for the

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\*\*\* Specifically, he took responsibility for developing the Forces Command contingency planning guidance input to the Defense Planning Guidance.

Louisiana Maneuvers supported by Forces Command. Forces Command awarded him the Meritorious Civilian Service Medal twice.

In August 1979, Helmly took a job as the director of administration for the 1188th Military Ocean Terminal Unit, part of the 81st US Army Reserve Command (ARCOM), headquartered in East Point, Georgia. On 24 August 1980, he received a promotion to major. In December, he assumed duties as the maintenance officer for the 1188th. In February 1984, the 81st ARCOM assigned Helmly as the maintenance officer for the Maintenance Division. As maintenance officer, he wrote the first 81st ARCOM maintenance regulation and standing operating procedures. He also authored a reorganization plan for all the 81st ARCOM's Army Maintenance Support Activity shops spread throughout Georgia and Florida. In July 1986, the Supply and Services Division for the 81st ARCOM reassigned Helmly as the supply officer. In this position, Helmly developed a Command Supply Discipline Program with inspection teams, audits, and a review of reports of survey. The Army promoted Helmly to lieutenant colonel on 21 August 1987, while assigned as the supply officer.

In March 1988, Helmly accepted a position as assistant deputy chief of staff, logistics, 81st ARCOM. He assumed command in August 1988 of the 352nd Maintenance Battalion in Macon, Georgia. He commanded the 352d until July 1990, when he took an assignment as a staff officer with the Forces Command Augmentation Unit at Fort McPherson, Georgia. Four of the companies assigned to the 352d Maintenance Battalion mobilized for Operation Desert Shield the next month, following the Iraqi invasion of Kuwait on 2 August 1990.

Helmly attended the Army War College in the fall of 1990 as a Department of the Army civilian. In October 1990, he accepted an assignment as an advanced course instructor with the 2090th US Army Reserve Forces School, 79th US Army Reserve Command, located at Harrisburg, Pennsylvania. While assigned to the unit, he performed alternate annual training at the War College and wrote the reserve chapters of the handbook *How the Army Operates*. He taught at the school until June 1991, when he returned to Atlanta.

In July 1991 Helmly became the assistant deputy chief of staff, training, 81st ARCOM. In July 1992, he rose to the position of deputy chief of staff, training. One month later, he received a promotion to colonel.

In December 1992, Helmly assumed command of the 449th Area Support Group, located at Fort Gillem, Forest Park, Georgia. The unit had two battalions and two separate companies, with approximately 2,700 troops. He served as the commander until the unit inactivated on 2 October 1993.

Following the inactivation of the 449th Area Support Group, Helmly assumed command in December 1993 of a successor organization, the 81st ARCOM's (Wildcat) Support Brigade (Provisional), East Point, Georgia. The new unit consisted of four battalions and more than

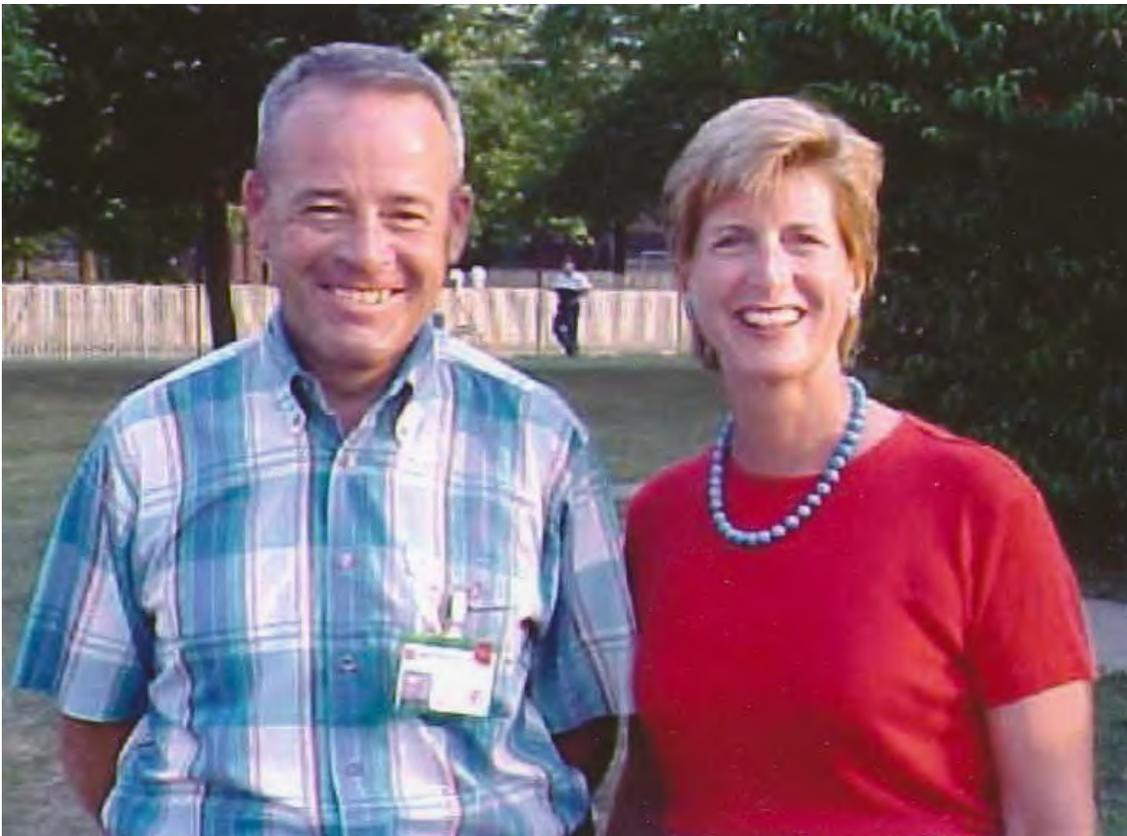
4,000 troops. Helmly commanded this unit until January 1995. In January 1995, he assumed duties as the deputy chief of staff, personnel, 81st ARCOM, then headquartered in the former Wagon Works building in East Point, Georgia.

On 25 June 1995, Helmly reentered active duty as the deputy chief, Army Reserve (DCAR), at the Pentagon, Washington, DC. When he assumed these duties, he left his civilian position with Forces Command. While serving as the DCAR, he received his first star on 1 January 1996. As the DCAR, General Helmly managed the staff of the Office of the Chief, Army Reserve, and ran the activities of resourcing, program, budget, force planning, and recruiting. He oversaw the operations of the Army Reserve Personnel Command. His duties exposed him to the daily operations of the Pentagon and gave him several opportunities to participate in congressional hearings and testimonies.

From June 1999 to August 1999, Helmly served as the commander of Joint Task Force 350, which conducted Operation Provide Refuge at Fort Dix, New Jersey. The task force assisted the US Department of Health and Human Services with the billeting, care, and resettlement of Kosovar refugees from the former Republic of Yugoslavia. Along with the Departments of Defense and Health and Human Services, the task force included other federal agencies including the Immigration and Naturalization Service, the Department of State, the Treasury Department, and the Justice Department. The New Jersey National Guard played an important role in the task force, along with 17 government and nongovernment volunteer and resettlement agencies, including the American Red Cross. The task force, responsible for movement of refugees, resettled families throughout the United States. Although in a mature state upon Helmly's arrival, the task force then prepared for the influx of additional refugees. The successful conclusion of the war against Serbia eventually eliminated the need for further expansion of the refugee village at Fort Dix. Approximately three weeks after Helmly arrived at Fort Dix, the task force reached a peak of out processing 500 refugees per week for resettlement.

In October 1999, Helmly moved to the Office of the Assistant Secretary of the Army, Washington, DC, and worked in the Office of Military Assistant, Manpower and Reserve Affairs (Individual Mobilization Augmentee). He continued to serve on active duty until May 2000. While in this position, Helmly conducted a special study on educational programs in the Army that ultimately led to an active Army initiative to provide internet-based college courses to young enlisted soldiers. Helmly also spent several months performing a special study on Army Management Headquarters Activities, examining all the Army major command headquarters, field operating agencies, staff supporting agencies, and activities. The study determined the level of current manpower and the manpower needed by each command, agency, and activity. Helmly completed the report in May 2000, and the database and files served as the

foundation for the Army Response Task Force initiative started by Secretary of the Army Thomas E. White.



Brigadier General Helmly, commander of Joint Task Force 350 (Operation Provide Refuge), with New Jersey Governor Christine Todd Whitman at the Independence Day Celebration, Fort Dix, New Jersey. Photo taken 4 July 1999. (Photo by Staff Sergeant Keith D. O 'Donnell, Joint Task Force Provide Refuge Information Bureau)

In May 2000, Helmly left active duty and went to work as a civilian for Total Army-Personnel Command in Alexandria, Virginia. As the assistant deputy chief of staff, operations, he served in that position until May 2002. On 6 October 2000, he received a promotion to major general. In May 2001, Helmly became the commanding general of the 78th Division (Training Support), headquartered in Edison, New Jersey. The 78th Division then consisted of approximately 2,500 soldiers, 600 of whom were active component soldiers. Active component colonels commanded four of the brigades, and a reserve component brigadier general

commanded one brigade. Helmly worked to strengthen the training support relationships with Army Reserve units.



Brigadier General Helmly, commander of Joint Task Force 350 (Operation Provide Refuge), comforts a recently arrived Kosovar boy, Fort Dix, New Jersey. Photo taken circa 9 July 1999. (Photo by Staff Sergeant Keith D. O' Donnell, Joint Task Force Provide Refuge Information Bureau)

relationships with Army Reserve units. Following the tragic events of 11 September 2001, the division provided post-mobilization training support for mobilizing Army Reserve and National Guard units. The division involved two brigades in defense coordinating officer responsibilities in New York City and at the Pentagon. Two other 78th Division brigades developed plans to assume quick reaction force command and control missions, if federal intelligence agencies determined such a necessity.



Lieutenant General James R. Helmly (center), chief of the Army Reserve, has his three-star rank pinned on by Army Chief of Staff General Eric K. Shinseki and Maria Helmly, 29 May 2002, at the Pentagon. General Helmly became the second chief of the Army Reserve promoted to lieutenant general. (Photo by Lieutenant Colonel Randy Pullen, Public Affairs and Liaison Directorate, Office of the Chief of the Army Reserve)

On 8 March 2002, Secretary of Defense Donald Rumsfeld announced that President George W. Bush nominated Helmly as the next chief of the Army Reserve and for promotion to lieutenant general. The US Senate confirmed Helmly's nomination on 21 March 2002. On 25 May 2002, Helmly took office as the chief of the Army Reserve. The Army promoted him to lieutenant general the same day. On 2 May, he assumed command of the US Army Reserve Command at Fort McPherson, Georgia.

Since assuming the duties as chief of the Army Reserve and commanding general, US Army Reserve Command, Helmly faced the challenge of leading the Army Reserve in a war unlike others of the past, the War on Terrorism. The need for a smaller number of reserve soldiers with discreet functional capabilities for longer time periods replaced the traditional challenge for mobilizing large numbers of Army Reserve troops for short time periods.

Helmly loves the outdoors and enjoys hunting and fishing. He also enjoys reading military history and biographies of military leaders.

**Awards and Decorations:** Distinguished Service Medal; Legion of Merit with two Oak Leaf Clusters; Bronze Star Medal with "V" for Valor Device and three Oak Leaf Clusters; Meritorious Service Medal with Silver Oak Leaf Cluster; Army Commendation Medal with four Oak Leaf Clusters; Combat Infantryman Badge; Parachutists Badge, Department of the Army Staff Identification Badge; and Ranger Tab.

#### **Bibliography:**

*Biographical Summary of Major General James Ronald Helmly (USAR), 23 January 2002.*

*The 449th Area Support Group Intercom* (September 1993), p. 1.

*Major General James R. Helmly*, biographical statement, circa 2000.

Oral History Interviews of Major General (Promotable)/Lieutenant General James R. Helmly, interviewed by David E. Hilkert, 7 May 2002, 18 June 2002, and 23 August 2002.



## Appendix A

### Chronological List of Chiefs of the United States Army Reserve<sup>22</sup>

<b>Rank<sup>23</sup></b>	<b>Name</b>	<b>Birth</b>	<b>Date Took Office</b>	<b>Age Yrs/Mos</b>	<b>Date Left Office</b>	<b>Tour Yrs/Mos</b>	<b>Date of Death</b>	<b>Age Yrs/Mos</b>
Maj.	Charles F. Thompson	11 Dec 1882	12 Jun 1923	49/6	1 Jul 1923	0/0	15 Jun 1954	71/6
Maj.	Walter O. Boswell	19 Dec 1877	2 Jul 1923	43/6	31 Jul 1924	0/11	25 Dec 1953	76/0
Col.	Douglas Potts	16 Apr 1878	1 Aug 1924	45/8	30 Dec 1925	1/4	23 Mar 1940	62/0
Lt. Col.	John C. Pegram	6 Feb 1881	31 Dec 1925	44/10	14 Aug 1926	0/7	7 Aug 1972	90/6
Lt. Col.	Frederick B. Ryons	14 May 1877	15 Aug 1926	49/3	30 Sep 1926	0/1	13 Jan 1946	68/8
Col.	Stanley H. Ford	30 Jan 1877	1 Oct 1926	49/8	10 Feb 1927	0/4	19 Jan 1961	83/11
Col.	David L. Stone	15 Aug 1876	5 Mar 1927	50/6	30 Jun 1930	3/3	28 Dec 1959	83/4
Brig. Gen.	Charles D. Herron	13 Mar 1877	1 Jul 1930	53/3	30 Jun 1935	5/0	24 Apr 1977	100/1
Brig. Gen.	Edwin S. Hartshorn	13 Nov 1874	1 Jul 1935	60/7	15 Sep 1938	3/2	10 Mar 1965	90/2
Brig. Gen.	Charles F. Thompson	11 Dec 1872	16 Sep 1938	65/9	9 Jun 1940	1/9	15 Jun 1954	71/6

<sup>22</sup> The initial title for the chief of the Army Reserve—executive officer for reserve affairs—remained until 8 May 1930 when the title changed to executive for reserve officers of the War Department and on 16 June 1941 to executive for Reserve and ROTC Affairs. On 10 March 1942, it functioned as a subordinate agency under Army Service Forces and an Army special staff agency on 17 May 1945. On 7 December 1954, the title changed to chief, Army Reserve and ROTC Affairs and on 13 February 1963 to chief, Army Reserve.

<sup>23</sup> Rank indicated, whether permanent or temporary, is the highest rank held while in office.

<b>Rank</b>	<b>Name</b>	<b>Birth</b>	<b>Date Took Office</b>	<b>Age Yrs/Mos</b>	<b>Date Left Office</b>	<b>Tour Yrs/Mos</b>	<b>Date of Death</b>	<b>Age Yrs/Mos</b>
Brig. Gen.	John H. Hester	11 Sep 1886	21 Jun 1940	53/9	23 Mar 1941	0/9	11 Feb 1976	89/5
Brig. Gen.	Frank E. Lowe	20 Sep 1885	5 Jun 1941	55/8	10 Aug 1942	1/2	27 Dec 1968	83/3
Brig. Gen.	Edward W. Smith	16 Jan 1894	16 Sep 1942	48/8	14 Oct 1945	3/0	3 Sept 1966	72/7
Brig. Gen.	Edward S. Bres	15 Sep 1888	15 Oct 1945	57/1	30 Nov 1947	2/1	24 Sep 1967	79/0
Brig. Gen.	Wendell Westover	29 Aug 1895	1 Dec 1947	52/3	14 Nov 1949	1/11	25 Sep 1960	65/0
Maj. Gen.	James B. Cress	28 Dec 1889	1 Jan 1950	60/0	31 Jan 1951	1/1	27 Jul 1967	77/7
Brig. Gen.	Hugh M. Milton, II	23 Mar 1897	24 Feb 1951	53/11	18 Nov 1953	2/8	27 Jan 1987	89/1
Brig. Gen.	Philip F. Lindeman	27 Feb 1908	19 Nov 1953	45/8	31 Jul 1957	3/8	18 Feb 1988	79/11
Maj. Gen.	Ralph A. Palladino	Sep 1904	1 Aug 1957	52/11	31 May 1959	1/10	23 Feb 1981	76/5
Maj. Gen.	Frederick M. Warren	23 Aug 1903	1 Sep 1959	56/0	31 Aug 1963	4/0	16 Dec 1986	82/8
Maj. Gen.	William J. Sutton	9 Aug 1908	1 Sep 1963	55/0	31 May 1971	7/9	9 Sep 1972	64/1
Maj. Gen.	J. Milnor Roberts	16 Sep 1918	1 Jun 1971	52/8	31 May 1975	4/0	living	-
Maj. Gen.	Henry Mohr	30 Nov 1919	1 Jun 1975	55/6	31 May 1979	4/0	6 Sep 1997	77/9
Maj. Gen.	William R. Berkman	29 Mar 1928	1 Jun 1979	51/2	31 Jul 1986	7/2	living	-
Brig. Gen.	Harry J. Mott, III	5 May 1929	1 Aug 1986	57/2	30 Nov 1986	0/4	living	-

<b>Rank</b>	<b>Name</b>	<b>Birth</b>	<b>Date Took Office</b>	<b>Age Yrs/Mos</b>	<b>Date Left Office</b>	<b>Tour Yrs/Mos</b>	<b>Date of Death</b>	<b>Age Yrs/Mos</b>
Maj. Gen.	William F. Ward, Jr. *	23 Aug 1928	1 Dec 1986	58/3	31 Jul 1991	4/8	living	-
Maj. Gen.	Roger W. Sandler*	23 Feb 1934	1 Aug 1991	57/6	31 Jan 1994	2/5	living	-
Maj. Gen.	Max Baratz*	11 Nov 1934	1 Feb 1994	59/2	24 May 1998	4/3	living	-
Lt. Gen.	Thomas J. Plewes*	15 Dec 1940	25 May 1998	57/5	24 May 2002	4/0	living	-
Lt. Gen.	James R. Helmly*	25 Sep 1947	25 May 2002	54/8	present	-	living	-

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\* Also served as commanding general, US Army Reserve Command.



## Appendix B

### Chiefs of the Army Reserve Who Served In Combat Or Major Operations

#### Spanish-American War

Stanley H. Ford

David L. Stone

Charles D. Herron

Edwin Hartshorn

#### Philippine Insurrection

Stanley H. Ford

David L. Stone

Charles D. Herron

#### Mexican Punitive Expedition

Walter O. Boswell

John C. Pegram

David L. Stone

John H. Hester

#### World War I

Charles F. Thompson

Walter O. Boswell

Frederick B. Ryons

Stanley H. Ford

David L. Stone

Charles D. Herron

Edwin Hartshorn

John H. Hester

Frank E. Lowe

Edward W. Smith

Edward S. Bres

Wendell Westover

James B. Cress

#### World War II

John H. Hester

Edward S. Bres

James B. Cress

#### World War II Cont.

Hugh M. Milton

Philip F. Lindeman

Ralph A. Palladino

Frederick M. Warren

William J. Sutton, Jr.

J. Milnor Roberts, Jr.

Henry Mohr

#### Korean War

Frank E. Lowe

William R. Berkman

Harry J. Mott, III

William F. Ward, Jr.

#### Vietnam War

James R. Helmly



## Appendix C

### Chronological List of Deputy Chiefs of the United States Army Reserve<sup>24</sup>

<b>Rank</b>	<b>Name</b>	<b>Birth</b>	<b>Date Took Office</b>	<b>Age Yrs/Mos</b>	<b>Date Left Office</b>	<b>Tour Yrs/Mos</b>	<b>Date of Death</b>	<b>Age Yrs/Mos</b>
Col.	Albert M. Butler	8 Oct 1905	Aug 1960	54/10	31 Aug 1962	2/0	12 Apr 1990	84/6
Col.	John W. Yow	1 Jun 1914	14 Nov 1962	48/5	Aug 1963	0/10	17 Aug 1993	79/2
Col.	Vincent L. Boylan	29 Jun 1913	13 Aug 1963	50/1	30 Sep 1965	1/10	8 Mar 1983	69/8
Col.	James L. Erickson	13 Jul 1916	1 Aug 1965	49/1	31 Dec 1967	2/5	living	-
Col.	Lee W. Fritter	26 Jul 1915	1 Jan 1968	52/6	31 Aug 1970	2/7	living	-
Brig. Gen.	J. Milnor Roberts <sup>25</sup>	16 Sep 1918	1 Oct 1970	56/0	31 May 1971	0/7	living	-
Brig. Gen.	Richard T. Cuneo	26 May 1917	1 Sep 1971	54/3	31 Aug 1975	4/0	7 Apr 1986	68/10
Brig Gen.	Russell I. Berry	14 Sep 1924	20 Oct 1975	51/1	31 Oct 1978	3/0	26 Jun 2003	78/9
Brig Gen.	Carl D. McIntosh	17 May 1927	8 Feb 1979	51/8	2 Feb 1983	3/11	living	-

<sup>24</sup> The Office Deputy Chief of the Army Reserve initially had the designation of executive officer. It appears that until Brigadier General J. Milnor Roberts took office, an active component colonel held the office.

<sup>25</sup> General Roberts came to office as the first Army Reserve general officer to serve as deputy chief of the Army Reserve, a position formerly occupied by an active Army colonel.

<b>Rank</b>	<b>Name</b>	<b>Birth</b>	<b>Date Took Office</b>	<b>Age Yrs/Mos</b>	<b>Date Left Office</b>	<b>Tour Yrs/Mos</b>	<b>Date of Death</b>	<b>Age Yrs/Mos</b>
Brig. Gen.	Harry J. Mott, III	5 May 1929	13 Mar 1983	53/10	31 Jul 1986	3/4	living	-
Brig. Gen.	Harry J. Mott, III	5 May 1929	1 Dec 1986 <sup>26</sup>	57/6	5 Aug 1987	0/8	living	-
Brig. Gen.	J. Ronald Carey	2 Dec 1936	6 Aug 1987	50/10	4 Feb 1988	0/6	living	-
Brig. Gen.	Roger L. Bultman	2 Feb 1946	18 Nov 1988	42/9	Sep 1992	3/10	living-	-
Brig. Gen.	Thomas J. Kilmartin	22 Oct 1939	1 Jan 1993	53/2	28 Feb 1995	2/2	living	-
Brig. Gen.	James R. Helmly	25 Sep 1947	26 Jun 1995	47/8	25 Jun 1999	4/0	living	-
Col.	M. Bruce Westcott	17 Jun 1950	26 Jun 1999	49/0	1 Feb 2003	3/7	living	-
Brig. Gen.	Gary M. Profit	4 June 1951	11 Feb 2003	51/8	present	-	living	-

<sup>26</sup> From July to December 1986 General Mott served as the acting chief of the Army Reserve.

## Appendix D

### Deputy Chief, Army Reserve (Individual Mobilization Augmentee)

<b>Rank</b>	<b>Name</b>	<b>Birth</b>	<b>Date Took Office</b>	<b>Age Yrs/Mos</b>	<b>Date Left Office</b>	<b>Tour Yrs/Mos</b>	<b>Date of Death</b>	<b>Age Yrs/Mos</b>
Brig. Gen.	Robert C. Tyler	30 Sep 1909	8 Oct 1963	54/0	8 Jun 1964	0/8	22 May 1970	60/7
<i>Unknown at this time, June 1964 - December 1965</i>								
Maj. Gen.	John W. Kaine	11 Apr 1915	30 Dec 1965	50/8	21 Dec 1967	1/11	25 Jan 1995	79/8
Brig. Gen.	Albert B. Jones	2 Mar 1917	10 Apr 1968	51/1	30 Apr 1971	3/0	18 Mar 1989	72/0
Brig. Gen.	Eugene J. Mincks	26 Jun 1922	20 Sep 1971	49/2	8 Jan 1973	1/3	living	-
<i>Unknown at this time, January 1973 - May 1976</i>								
Brig. Gen.	Sabe M. Kennedy, Jr.	1 May 1923	7 May 1976	53/0	7 June 1980	4/1	12 Sep 1993	70/4
Brig. Gen.	Donald E. Lehman	19 Sep 1924	21 May 1980 <sup>27</sup>	55/8	22 Aug 1983	3/3	living	-
Brig. Gen.	Elmus S. Ussery	4 Oct 1927	12 Sep 1983	55/11	25 Apr 1986	2/7	living	-
Brig. Gen.	Ross Pickus	28 Aug 1936	1 Aug 1986 <sup>28</sup>	49/11	12 Nov 1987	1/3	living	-

<sup>27</sup> Records indicate a one month overlap in this position.

<b>Rank</b>	<b>Name</b>	<b>Birth</b>	<b>Date Took Office</b>	<b>Age Yrs/Mos</b>	<b>Date Left Office</b>	<b>Tour Yrs/Mos</b>	<b>Date of Death</b>	<b>Age Yrs/Mos</b>
Brig. Gen.	Ross Pickus	28 Aug 1936	13 Nov 1987	51/1	15 Jul 1991	3/8	living	-
Brig. Gen.	Paul C. Bergson	31 May 1944	15 Jul 1991	47/1	20 Oct 1995	4/3	living	-
Brig. Gen.	Robert M. Diamond	8 Apr 1949	27 Oct 1995	46/6	30 Nov 1999	4/1	living	-
Col. (P)	Bernard Taylor, Jr.	11 Oct 1946	1 Dec 1999	53/1	20 Jun 2000	0/6	20 Jun 2000	53/8
Brig. Gen.	Karol A. Kennedy <sup>29</sup>	27 Jan 1945	1 Aug 2000	55/6	1 Dec 2000	0/4	living	-
Brig. Gen.	David T. Zabecki	8 Aug 1947	1 Dec 2000	53/3	31 Mar 2002	1/4	living	-
Maj. Gen.	Collis N. Phillips	20 Mar 1945	2 Apr 2002	57/0	present	-	living	--

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<sup>28</sup> Served as acting deputy chief of the Army Reserve from 1 August to 30 November 1986 and as assistant deputy chief of the Army Reserve from 1 December 1986 to 12 November 1987.

<sup>29</sup> Served as acting deputy chief of the Army Reserve (individual mobilization augmentee).

## Appendix E

### Chronological List of Command Sergeants Major of the United States Army Reserve

<b>Rank</b>	<b>Name</b>	<b>Date Took Office</b>	<b>Date Left Office</b>
CSM	William Foley	May 1975	Aug 1977
CSM	Donald Columbo	Sep 1977	May 1980
CSM	Cornelius Boykin	Jun 1980	Aug 1985
CSM	Edward Reilly	Sep 1985	Sep 1986
CSM	Douglas E. Murray	Oct 1986	Aug 1991
CSM	Collin L. Younger, Sr.	Sep 1991	Jan 1996
CSM	Jack E. Rucynski	Feb 1996	Sep 1999
CSM	Alex R. Lackey	Oct 1999	Oct 2002
CSM	Michele S. Jones	Oct 2002	Present



A winter scene at the headquarters building, US Army Reserve Command, Fort McPherson, Georgia, 19 December 2000. (Photo by Susan Norvick, Multi-media Specialist, Training Support Center, Fort McPherson, Georgia.)